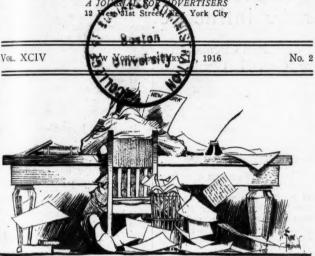
PRINTERS' INK

A JOYANA SOFT OVERTISERS
12 Year Slat Street, Fig. York City



New York the Indescribable

We admit right at the beginning that the job of describing New York, industrially and adversisingly, is a leetle too hefty for us. We have side-stepped the task as long as possible, hoping that we would come into money, or fall off a ferryboat or otherwise be spared the ordeal, but at last it is squarely upon us and here we go.

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Physically, the Empire State stands twenty-sixth on the list, but within her borders there is more wealth of resource and accomplishment than any two of her sister States can boast. She contributes more than a sixth of the total manufactured products of the country, which means that she annually turns out between three and four billion dollars' worth of goods from her factories. All told, she has more than 50,000 manufacturing establishments, employing a million and a half people and paying out close to a billion dollars a year in wages,

The capital invested in these plants is about three billion dollars.

Considering these staggering statistics, you can well understand how New York can support ten or eleven million people—a tenth of the population of the United States.

But, with all her great natural advantages, New York could never have become so great industrially unless she had extended the markets for her products far beyond her own boundaries. Only because New York advertises her goods and sells them all over the world is she the mightiest and wealthiest of our States.

Publicity is characteristic of New York; somebody once said that no man ever lived in New York State without advertising the fact—and the enterprise of her advertisers has put many of her towns on the map. Take, for example, Westfield, a small town in

Which will produce the most sales influence

Localized Circulation or General Circulation

Is a farm paper of localized circulation or one of general circulation of more interest to the farmer, and consequently of more value to the advertiser? This is the most vital question in agricultural advertising to-day.

The primary purpose of a farm paper is to educate, and in order to educate you must be specific, very specific. In order to educate upon agriculture, you must present facts that are arrived at under working conditions exactly the same as are present on the farm of the man you are striving to educate. The farmer in Kansas cannot learn much in a specific way from the farmer in New York because different character of soil and different degrees of temperature and moisture make a similar treatment impractical. It is true that he may learn many things in a general way that may be applied to his own work, but these are matters of information and not of education. For instance, the farmer in New York may show the farmer in Kansas how to make a hog trough or how to build an economical barn, but when it comes to the treatment of the soil or the care of growing crops-the fundamentals of farming-the application ceases to be of value. It is information they pass back and forth across the country and not education. Likewise, the farmer of the cotton belt cannot teach much of primary importance to the farmer of the corn belt.

Of course there are papers de-

voted particularly to some special phase of agriculture, such as live stock, dairying, poultry or horiculture, that are able to educate farmers in any part of the country who are engaged importantly in that form of agriculture. It is easy to see that the essentials of live stock breeding or dairying would be the same everywhere, and that the same matter that would educate one of these farmers on this phase of agriculture in New York would serve the Illinois farmer just as well.

It cannot be denied that the paper that gets closest to the hear of the prosperous farmer, that is read most carefully and preserved longest, is the one that teaches him by precept and illustration just what are the possibilities of his own farm, because everything that he reads in that paper teaches him something that is possible under the very same conditions in which he lives and works.

The Standard Farm Papers measure up to this acid test.

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TRADE-MARK OF QUALITY

Kansas Farmer
Progressive Farmer, Birminghan
The Wisconsin Agriculturist
The Indiana Farmer
The Farmer, St. Paul
The Ohio Farmer
The Michigan Farmer
Prairie Farmer, Chicago
Pennsylvania Farmer
The Breeder's Gazette
Hoard's Dairyman
Wallaces' Farmer

WALLACE C. RICHARDSON, INC. Eastern Representatives, 41 Park Row, New York City.

GEORGE W. HERBERT, INC.

Western Representation,
119 W. Madison St.

Chicago

PRINTERS' INK

A JOURNAL FOR ADVERTISERS

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N.Y., POST OFFICE JUNE 29, 1893.

Vol. XCIV New York, January 13, 1916 No. 2

The Advertiser's Ally Who Fights

The Story of an Independent Merchant Who Wanted Help from Manufacturers—and Didn't Get It

By M. J.

[EDITORIAL NOTE:—This is a real experience story, true in every detail. The editor of PRINTERS' INK knew the merchant who writes this article when he was making his supreme fight for business existence, and, when it was all over, asked him to set down the narrative as something in which manufacturers have a vital interest.]

FOR several years I was the proud owner of a very successful 5-, 10-, and 25-cent store. I was doing a splendid business. Both sales and profits were increasing each year. Business was coming easy. My competitor and I were co-operating to our mutual advantage. The prospects for my continued prosperity were excellent. I had few problems and no worries. And then the chain store came to town! Result, I am out of business.

It is a sad, sad story. Let me tell it to you, and you can then draw your own conclusions. This article isn't going to be a thriller. I am not going to hold you spell-bound and breathless with the recital of a hard, cruel, one-sided, heart-rending fight, in which the villain is invariably victorious. There was no fight. The syndicate had me beat on several important counts before I had a chance to fight. They had my back square on the mat before I could show the spectators what I could do. They had me defeated even before they located in town.

But let us get back to the beginning of the story. When I went into the ten-cent business I knew little about chain-store competition. Least of all did I fear it. I bought the store of a man who had a profitable little business. He was doing well, and for a year I often wondered why he was so anxious to sell. I then found that he had discovered that syndicate people were considering the town for a location. Their scout had visited it frequently in search of a suitable building. However, the man from whom I bought sold his store too soon. It took the scout nearly six years to get a location in the town that suited him!

In the meantime I treaded in clover and measured off velvet. I did not have what would be called a modern store. The fixtures were crude and old-fash-ioned. The building was small, and our windows were only fair. However, the store was always kept neat and inviting. The business-getting methods were aggressive and at times rather sensational. When things were dull, I thought nothing at all of galvanizing the public into action by selling 50 or 75 dollar alarm clocks at ten cents each, or a few \$3.00 lawn mowers at 25 cents each. Advertising was kept up continuously. Except when business became so poor that it was necessary to create a sensation, regular prices were always maintained in the advertising. Things were run-ning along so satisfactorily that I did not think it necessary to put in better fixtures, or to look for a larger store in a better location. Here is where I made a fatal mis-

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RT, INC. esentation, adison St. Chicago take and, as I said before, allowed the syndicate people to beat me even before they became my competitor. But this error is by no means the only thing that put me out of business. So many causes contributed to my defeat that I fear I'll strain your patience before I have told my story.

I worried little about chainstore competition until I learned that the syndicate people had actually leased a building and would open for business within a few months. Then I got busy and tried to formulate a plan of action. I made an exhaustive investigation of the effect chain-store competition had had on independent five- and ten-cent merchants in other towns. Part of what I am going to tell in this article will be information I gleaned in this investigation. Therefore, the facts presented here will not be based entirely on my own narrow experience. Dozens of other merchants who have been compelled to fight the chain have let me draw on their experience.

CHANCES IN FIGHTING CHAIN

My investigation disclosed the startling fact that very few independents had been able to survive the competition of the chain. Some of them lasted a year or two, but finally had to give up the fight. A few were able to stay in business, and apparently were doing well, but closer investiga-tion showed that they were making only the barest sort of living. Here and there an independent merchant, because of rare merchandising ability or as a result of an unusual combination of fortunate circumstances, was succeeding, despite the opposition of his big competitor. I found that most independents did not even attempt to fight. They gave up their business and abandoned the field to the chain, just as soon as the latter came to town.

I made up my mind that the chances were against my succeeding, if I continued in business in opposition to the big store. I knew it would be foolhardy for me to lease a suitable building and go to the expense of equip-

ping it in a modern way. To do so, I would have to assume a fixed expense three times greater than I had in the old building. chain would compel me to sell goods on a smaller margin of profit. They would also cut down the volume of my sales. fore, it seemed that it would be impossible for me to do enough business to cover the big expense account and leave a profit sufficiently large to compensate for all the responsibility. On the other hand I realized that my old store was popular and had a splendid good will. It took years to build up this valuable trade, and it seemed cowardly to aban-don it without putting up some kind of a struggle to retain it. I finally decided to stick to the old store and to continue to run the business according to my own fashion, and to keep up the methods that I found so successful in the past. I would do my best, and if I failed I could not help it.

Though the chain people had a store and an organization that was vastly superior to mine, still I think my methods, my prices and my goods compared very favorably with theirs, and were sufficiently attractive to have brought me enough business to justify me in continuing my store. Events showed that I was able to retain a good share of my trade, but the volume was not large enough to permit me to operate the store profitably. After a few months of fruitless effort I decided it was

best to give up.

THE PUBLIC LIKES THE CHAIN

I always feel that it was not directly my chain competitor that put me out of business. It was the people with whom I had to deal. The public demand of the independent merchant the same goods, at the same prices, and the same service, as the chain gives them. But if that were all the public wanted, the independent man would have some show of existing. Unfortunately much more is demanded of him.

The chain is the public's ideal of a store. It is the standard by

Reader Confidence and The Christian Herald

Sometimes advertisers see only the religious part of the Christian Herald, but to the reader it means much besides. It is his trusted medium of good fiction. It is his chief source of important world news. Its appeal along these lines is so potent that it steadfastly interests 300,000 homes in towns of under 50,000 population. Its sense of fiction and news values is so satisfying that 79 per cent of its subscribers renew from year to year.

But does this of itself satisfy the advertiser? Does this betoken a confidence of the reader in his paper that extends even to the advertisements?

That the Christian Herald has weight with substantial people—the kind for whom the dealer orders the product requested—may be seen from such facts as that it influences each year the investment of thousands of dollars of its subscribers' surplus earnings, and endorses charities to which its readers in consequence have contributed over \$4,000,000, through it. These fact-statements should answer those two questions.

With the above in mind, picture to yourself the class of people in the small town who read the Christian Herald. Aren't they worth your while?

THE CHRISTIAN HERALD BIBLE HOUSE, NEW YORK

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much s ideal lard by which all others are judged. Everything that the local retailer does is criticized. He is accused of imitating the chain. They unjustly assume that his prices are higher, his goods inferior and his methods antiquated. Although I met the syndicate's prices on everything, all day long I had to listen to the wail of people who said we were robbing them. They told me my big competitor was selling Palm Olive soap for five cents. Some would swear they could get it at two for five cents, although of course the chain really was selling it for ten cents. To argue with them was futile. They would fly into a rage and begin to

get abusive.

Many of these people were honest in their opinions. They seemed to have hypnotized themselves into believing that the syndicate was selling everything for one-half what I charged. Friends of mine, anxious to help me continue in business, would come in and ask if they could have three ten-cent packages of Colgate's Paste for 25 cents. When I explained that we could not sell it that way, they would walk out, saying that my new competitors would. Then they would go down to the chain store and buy the paste at ten cents a We always package straight. sold certain kinds of candy at ten cents a half-pound, and we sold some ribbon, laces, embroideries and other piece goods at ten cents a half-yard. These same prices were maintained by the new tencent store, but nine out of ten of my customers would insist that we were charging just double what the chain charged.

A retailer always has to put up with a certain amount of haggling. He expects it, and doesn't mind it, because the vast majority of his customers are reasonable and pleasant to deal with. However, after the chain came to town, I had to stand more abuse and ridicule in one day than ordinarily fell to my lot in months. I was besieged by every kind of a charity solicitor. They told me that I couldn't refuse them or it would hurt me in my struggle with

the chain. I was grafted on in every petty way imaginable. The prominence of my competitor was always used as an argument in the solicitation. It seemed that people took advantage of my peculiar position to impose on me shamefully. I had so many of these little problems to solve that I did not have the time nor the energy for the bigger questions that were facing me. I have brought this phase of my experience into the story, not because it is, in itself, vitally important, but because I want to acquaint you with all the factors that entered into my downfall.

TRANSIENT TRADE LOST TO THE CHAIN

A very large portion of the tencent man's business comes from transients. The ten-cent store is a town institution like the postoffice or the library. strangers come to visit or to shop. their trip wouldn't be a success if they didn't take in the ten-cent store. As soon as a chain locates in a place the independent store loses this very desirable business. Having a store in every town of any consequence is the syndicate people's greatest asset. It is a more valuable asset to them than all their efficiency in buying and selling. Its advertising value to the chain organization is so tremendous that there is little the local retailer can do to offset it. Those living in Cleveland be-

come accustomed to buying at the Woolworth store in that city. If they move to Spokane they are glad to find a Woolworth store there, and most generally will patronize it. The independent man in Spokane is handicapped in getting the business of the newcomers right from the start. The Woolworth store in Spokane looks like the one they have been used to, and in going into it they feel at home. Those living in New York, who like to buy at Wanamaker's, would be delighted if they moved to Denver and found a Wanamaker store there also. In that case, the Denver local department stores wouldn't have much chance to do business with



Beautiful linens for entertaining are made from NEEDLECRAFT designs.

How about all the other things needed for the party?

You can sell them to the readers of

NEEDLECRAFT

Three Quarters of a Million Guaranteed

1 MADISON AVENUE NEW YORK CITY

WILL C. IZOR, Advertising Manager ROBERT B. JOHNSTON, Western Manager

Member Audit Bureau of Circulations

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er also. er local n't have less with the New Yorker. The independent five- and ten-cent merchant, who has syndicate competition, is up against this kind of thing all

the time.

Transients would come into my store daily and say, "Is this a Woolworth store?" When told that it wasn't, they would whisper among themselves that they would better go and find the chain store. Had they been untruthfully told that it was a Woolworth store they would have been satisfied to buy from us. The independent proprietor who frequently witnesses an incident of this kind is likely to think that the cards are stacked against him. Can you blame him?

QUALITY BIGGER PROBLEM THAN QUANTITY IN BUYING RIGHT

Being able to buy at about the same prices as the chain stores get, isn't the biggest buying problem of the independent five- and ten-cent merchant. Getting goods of the same quality or of the same size and bulk is a bigger problem. Any independent retailer can easily get from the jobbers probably 75 per cent of the goods that the syndicates have. He will have difficulty getting the other 25 per cent. It is with the goods that he can't get that the syndicates beat him. All day long I had to listen to shoppers tell me about those few items my chain competitor was showing that I didn't have and couldn't get. My customers seemed to regard this as sufficient proof of my inferiority.

Here and there, all over the United States, are manufacturers making specialties that excel all others in the same line. In most cases it is necessary to buy these things direct. There are hundreds of items in a ten-cent store that it is necessary to buy from a different source, if one is to compete with the chain. For instance, there will be a fellow down in Kentucky, making, let us say, shoestrings that are hummers. He quotes astonishingly low prices, too. Unless you handle that fellow's shoestrings you won't be able to sell as good an article, or

give as much for the money, as the chain store does. Trust the chain store to have the best to be Perhaps the independent can meet the syndicate's man prices, but it avails him little unless he can also meet the quality. Often the manufacturer that makes the best article also has the best price. This frequently makes it necessary to buy mouse-traps in one place, aluminum spoons in another and so on until the merchant finds that he is buying from several hundred different concerns. To do this he must do an enormous business or else overstock with all its fatal consequences.

When the chain came my sales were cut down to such an extent that I could not buy direct. Thus the chain was always offering many sensational values that I never had. This hurt my store worse than anything. Of course, I, too, offered leaders freely, but selling a leader occasionally wasn't the same as offering some big values in many items every day. I figured out that in order to compete with the syndicate people on candy and make the department pay it would be necessary to buy candy from 18 different concerns. Manufacturers of cheap candies specialize. To keep any candy department on a par with my competitor's necessitated the buying of the specialties.

There are other buying diff-culties with which the independent merchant has to contend. The syndicates often take the entire output of a manufacturer who is turning out a live specialty. The little retailer hasn't even a look-in. The chain is always pulling of buying scoops. They will sell a few thousand gross of an article before the independent man can find where he can get it, or perhaps before he even knows that the thing is selling. The chains are always ready to take advantage of the manufacturer in financia! difficulties. They'll give him an order that will help to put him on his feet if he will make certain article at a certain price or they will give him 25 per cen on the dollar in cash for his sur-plus stock. Of course these are



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make a in price per cent his surthese are extra buying stunts that happen only occasionally, but they give the independent man something to

think about.

Before the chain became my competitor I belonged to an excellent buying organization, which I found very helpful. After the syndicate located in town I found my membership in the buying association of little value. It enabled me to buy at almost chain prices, but it couldn't get for me the goods I needed most. Besides, the new competition had curtailed my business to such an extent that I couldn't buy the quantities which purchasing through the association required.

Another thing I had to contend with was an epidemic of shop-lifting. Watching the nimblefingered pilferer was always one of our minor problems, but after the syndicate started to buck me it became a major problem. chains have so many clerks that it is hard for a person to steal in their stores. When shop-lifters their stores. are caught it is the policy of the chain people to deal with them rather leniently. Those inclined to steal seemed to size up the new situation, and as a result I had stuff stolen by wholesale. course we gradually overcame this by dealing severely with those caught in the act. However, my policy with regard to this matter is one of the little things that hurt my store and helped the chain.

CHAIN'S PROFIT IN GOODS NOT STANDARDIZED

Most of the goods sold in tencent stores are not standardized as to quality, price or anything else. This is to the independent man's disadvantage. I found it a serious handicap. If all goods were branded and known to be of certain quality, and could always be depended on to be of that quality, it would be easier to build up a permanent business on them. For instance, the independent five-and ten-cent merchant gets an unusually fine lot of dressing combs. They sell well. Everybody likes them, and a large number come back for more. By this time they are all sold and a dif-

ferent comb is being offered. It is not so good. The public is dissatisfied and blames the merchant. The chain people, having permanent sources of supply, have wonderfully good dressing combs on sale all the time. They are thus in a position to catch the valuable repeat business. On advertised products the independent man is about on an equal footing with the chain. He can offer the same quality at the same price. Of course some people will insist that the syndicate store is selling these advertised articles for less, but this is a fish story, except in rare instances.

When the market is short on an item, as it is on many import articles at the present time, the chain seems to be able to get goods for months after all avenues of supply are closed to the

small merchant.

For about five months after the war started I was unable to get two-for-five-cents elastic hair nets. My big competitor had them all the time. I had my clerks go to the chain store every day and buy some of the nets at regular prices. But even so, we were out of the nets a great deal of the time, and lost many customers as a result. I am mentioning only one item in this connection. There are several.

My old competitor, with whom I co-operated so nicely, ran a variety store, that is, a ten-cent store with a scattering of department-store goods at all prices. He was never more than moderately successful. He closed out his stock a month or two before the syndicate people opened up. I immediately put in a variety section and attempted to gain the good will that my friends had been creating for years.

I sold a lot of variety goods

I sold a lot of variety gooms from the day the department opened. Traveling men and jobbing houses were congratulating me. The new section of my store seemed to be a big success, but the figures show that it wasn't. The department had the appearance of being successful, but that was due to the fact that we carried a very large number of items. Of course

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Triangle Film Corporation
is being told through the
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something was selling all the time, but the records show that our variety stock was turning at the rate of only twice in a year. Even four times would be only fair. Six is the smallest number of washtubs that can be bought at a time. It would take nearly a year to sell the six. We had to carry dozens of things that sold no faster than wash tubs. We had advertised products that turned ten and twelve times a year, but the slow sellers put a crimp in the splendid record of the publicity-

pushed products.

I found that the independent retailer is handicapped for a lack of figures about his business. He doesn't know where he is at. I thought I did, but when I went up against real competition I saw that my management was based largely on guess work. An extensive set of figures, relating to all departments and phases of the business, has become essential in retailing. Intelligent store management can be founded only on accurate figures. I was surprised to see that my new competitors hired a young lady, at \$12 a week, whose sole duty it was to prepare all kinds of statistics regarding that one particular store. If somebody had told me I should do that I would have got our local Matteawan on the line.

I have stated the main difficulties I had to contend with in my competition with the chain. There were many lesser ones. Perhaps my troubles may seem trivial to the reader. All I know is that it was these so-called little things that wrecked my business. let the figures speak for them-

selves.

Before the chain came to disturb my peace of mind our cost of doing business ran from 15 per cent to 30 per cent, with a yearly average of 21 per cent. It ran around 30 per cent in January and February and dropped to 17 per cent and 18 per cent in October and November, and to 14 per cent and 15 per cent in December. Our gross profits on sales the year before the big store came were 32 per cent, leaving a net of 11 per cent. With chain competition our gross profits dropped to 27 per cent, and our cost of doing business went up to 33 per cent. Therefore, every time a person bought a dollar's worth of goods in my store I not only did not ask them anything for our trouble, but also made them a present of six cents besides. It does not take an expert accountant to tell what put me out of the running.

I'll now swing around to the other side of the story, and will try to tell you about some of the interesting things I found out about my chain competitor.

CHAIN STORE'S SUCCESS WAS ASSURED

After all there is nothing so remarkable about the success of the great chain stores. The retail business has been the most slipshod and unscientific of all big businesses. Of course there have been many individual exceptions. The furore that the chains are creating is due to the fact that they are introducing system and efficiency into retailing. That is why they are putting inefficient merchants of the old hit-or-miss school, like myself, out of busi-The chains have practically eliminated guess work.

They have reduced the running of a store to almost an exact science. For instance, it took the chain store I am referring to several years to get into our town. During that time they dickered for many locations, but always passed up each proposed deal, as all the conditions and terms were not favorable to them. they did finally lease a location they selected a site that everybody thought was away out of town, but subsequent events have shown that they located in what will be the heart of the retail district in another two years. Their thoroughness in selecting the right spot for their store is but an evidence of their thoroughness in everything that has to do with their business.

As far as I have been able to observe, the big ten-cent chains do not humbug the public in any way. Their methods are always open, (Continued on page 117)

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Our printing plant in rented quarters afew years ago



One of the largest and most complete printing plants in the United States

Your Printing Orders

In the Hands of a Large Absolutely Reliable Printing

(Inquire Credit Agencies and First National Bank, Chicago, Ill.)

Our Specialties:

- Catalogues
- (2) Booklets
 (3) Price Lists
 (4) House Organs
 (5) Trade Papers
- Magazines The larger orders of Flyers and Cir-

Also Printing requiring the same material and workmanship as the above, such as Proceedings, Directories, Histories,

Books and the like. Our Complete Service, all or any part of which is at your command, embraces:

> DESIGNING ENGRAVING ELECTROTYPING TYPESETTING (Machine and Hand) PRESSWORK BINDING MAILING

If you want advertising service, planning, illustrating, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to help you.

If desired, we mail your printed matter direct from Chicago— the central distributing point.

If you want quality-the education and training of our employees, concentrated in one direction on the one class of printing in which we specialize, make the workmen more skillful.

If you want delivery-our plant is equipped with economical, up-to-date machinery and is in operation day and night the year round. The best quality of work, however, is handled by daylight.

If you want the best price—our unusual labor-saving material and equipment enable us to make exceptionally low prices on our specialties.

Our organization is excellent. When you put an order in our care you relieve yourself of all anxiety. You insure yourself

Proper Quality - Quick Delivery - Right Price

Our large and growing business is because of satisfied customers, because of repeat orders. Printing orders come to us from the large cities and the states from Maine to Texas.

We do printing for the best firms in the United States.

We are always pleased to give the names of a doz-en or more of our customers to persons and firms contemplating placing printing orders with us

Don't you owe it to yourself and your firm to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let Us Estimate on Your Next Printing Order (We Are Strong on Our Specialties)

ROGERS & HALL COMPANY

Polk and La Salle Streets, Chicago, Illinois

Wabash 3381

TELEPHONES Local and Long Distance Auto, 52-191

35.1% Own Automobiles:

"Give us convincing proof, convincing data that Hearst's readers are automobile owners and we will discuss this account with you.

"Not an 'I believe they own cars,' nor a 'This card says they own a car and prefer our magazine,' but sound proof that they do own cars."

That was the last word between an agent handling a large automobile account and a Hearst's representative some two or three weeks ago.

We had no specific data on the subject then.

We felt that as many readers of Hearst's Magazine possessed cars as did readers of any other magazine of any class.

But what we felt to be *the facts* and what the agent controlling that account *believes* are the facts, are quite different.

But the investigation is on and by a non partisan.

Nearly fifty thousand names in different states are being compared with the automobile registrations in those states.

To date we have the results from our direct subscription list in Ohio, New York (exclusive of the boroughs of Manhattan, Bronx and Brooklyn), Pennsylvania, Iowa, Illinois and California.

A check of 5,738 direct subscribers in Ohio shows 2,153 are automobile owners...... 37.5%

119

A check of 8,071 direct subscribers in New York shows 2,825 automobile owners.... 34.8%

A check of 8,020 direct subscribers in Pennsylvania shows 2,546 automobile owners 31.7%		
A check of 2,208 direct subscribers in Iowa shows 737 automobile owners 33.4%		
A check of 7,098 subscribers in Illinois shows 2,930 automobile owners 41.3%		
A check of 5,961 subscribers in California shows 1,856 automobile owners 31.2%		
A digest of New York State gives the following number of different cars owned:		
Benz 19 Hudson 76 Packard 79 Buick 161 Hupp 38 Peerless 40 Cadillac 153 Locomobile 27 Pierce Arrow 54 Chalmers 84 Lozier 35 Renault 30 Cole 28 Marmon 11 Reo 85 Dodge 31 Maxwell 104 Stearns 43 Fiat 25 Mercer 17 Studebaker 101 Franklin 51 Mitchell 45 White 31 Haynes 25 Overland 102 Winton 34		
Fords? Yes, 376—Likewise 1 Rolls Royce.		
This investigation is proving what we have stoutly maintained—that Hearst's is bought by discriminating people of active purchasing power.		

February issue closed with a gain in Advertising over February 1915 of nearly 200%

March forms close February 1st

Hearst's Magazine

119 West 40th Street New York City 908 Hearst Building Chicago, Ill.

Member Audit Bureau of Circulations

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Jodays Brass Tacks Talks

Probably there isn't a more discriminating or successful buyer of space anywhere than Mr. E. Mapes of the Cream of Wheat Company. It is more than a coincidence that Mr. Mapes has spent a greater amount of money in TODAY'S than any other advertiser. For years, TODAY'S has not gone to press without a smiling darkey upon the second cover.

Frank W. mye

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One Sales Manager's Plan to Reduce the "Mortality" of His Sales Force

The Result Was to Decrease Mortality from Thirty-five Per Cent to Less Than Five

By R. E. Dildine

WHAT is the mortality on your sales force?" When I shot that question at the sales manager of a prominent corporation that does an international business recently it was evident that I had struck a sore spot. He had been talking to me very frankly for nearly an hour about other phases of business.

It was apparent that he knew the answer to my question so well that it hurt him to think about it. He hemmed and hawed and finally said: "It's bad, but I don't think I ought to give you the actual figures. We are undergoing a reorganization that is, in a measure, responsible for a condition that would not reflect credit on the house at this time."

This particular concern is not the only one that is struggling with the problem of supply and de-mand in salesmen. It is a good 100 to one shot that the house that doesn't maintain a permanent recruiting station for able bodied order producers is either going out of business or doesn't use two-

legged selling aids at all.

In many representative organizations I find that the mortality of salesmen runs anywhere from five to thirty per cent of the total number employed, but that doesn't tell the whole story. There are the lame duck salesmen-those that always produce just enough to create hope of better results that seldom materialize. The mediocre men that form a substantial and more or less permanent part of most sales forces are legion. They hold their jobs for just one reason-the scarcity of better men and the fear born of experience that available candidates might prove still less efficient.

It seems that there are not

around so that every house can have an all-star aggregation. Undoubtedly that is true. Still some concerns have developed a corps of salesmen with individual batting averages above the ordinary. The percentage of lame ducks can be reduced to a reasonable mini-

"How?" I asked a sales manager who has been credited with an inherent faculty for finding and hiring good salesmen. He built up one large organization decreasing the mortality of its units from about thirty-five to less than five per cent, and raised the average sales per salesman over twenty-

five per cent.

THE PROBLEM OF GETTING SALESMEN

"The problem is real enough," he said, "but very few concerns see it as it really is. Perhaps I can illustrate that statement most clearly by relating my experience as sales manager for Blank & Co. This concern produces a staple article of wearing apparel and sells it direct to the retail trade. Distribution is national in scope and about 100 salesmen are employed to work the entire country. When I was placed in charge of this force, at the tail end of a season, I was informed that my most pressing task would be that of hiring about 20 new men to fill actual or impending vacancies.

"Inquiry developed the infor-mation that these vacancies were due mainly to inefficiency of the men involved. It was moreover a periodical condition that had become so customary as to be considered almost a necessary evil.

"Sales of about \$100,000 a year are considered bogie for a regular, sure-enough salesman in this line. Top liners sell twice that amount though good salesmen to go and there is a salesman who is said to have reached the milliondollar mark, but that is another

story.

"Blank & Co. had about 25 men in the bogie class or better. Of the others about 50 clung to the ragged edge of respectability by selling just enough to hold their jobs with hope for the future. Each season (every six months) the firm had found it necessary to let out from 10 to 15 unprofitable men and replace them with new candidates. Perhaps two or three of these would make good and stick. Others might hang on for two or three seasons. Some would not last an entire season.

"In reality this concern had a sales force that was about twenty-five per cent permanent and seven-ty-five per cent transient. There were several reasons for this condition in this particular house which might not apply to every business. It may be an extreme example, but nevertheless there are mighty few concerns that are not struggling with the same prob-

lem in some degree.

"The demand for good salesmen is heard on every hand. Most any sales manager will tell you that he has a few really capable men, but that he is obliged to fill out his ranks more or less with the best he can get and that means most anything from bad to worse.

VAST FIELD IS OPEN

"There are probably jobs waiting for 100,000 good salesmen today if the right men could be found. That figure is the roughest kind of an estimate and yet the picture is not overdrawn.

"It's important, too, for the man who wants to solve this problem to get a broad conception of what he is up against, because there is some competition for the services

of said good salesmen.

"Visualize in certain staple lines alone over 50,000 manufacturers and jobbers that employ salesmen—for example, trade statistics record about 4,500 wholesale grocers, 2,000 hardware manufacturers, 2,000 shoe manufacturers, 1,200 wholesale druggists, 1,000 dry goods jobbers and so on down the line each class or trade com-

prising from one to several thousand to say nothing of the specialty lines—the insurance companies with their small armies of field men and the large number of organizations that sell a service of

some kind.

"Now it may seem like a rash statement to say, in spite of the foregoing picture, that there are thousands of good salesmen looking for good jobs, but it is true. In most cases the wires are crossed between the man who has the job to offer and the one that wants it. There is no point of contact,

that's all.

"Here is a letter in to-day's mail that illustrates this point. It says: 'I am writing you to see if perchance you know of any opening whereby I could better my present position. I find that I have reached about the limit of my possibilities with my present line in this territory. My sales are about \$100,000 annually, but I see no chance to increase them. I am not averse to a different line if it is a good one, as I am confident that I can sell anything of merit. Trusting you to regard this letter in confidence, I remain, etc.'

"The man who wrote that letter is now working for Blank & Co. He is a good salesman and has his own situation sized up correctly. The territory in which he sells \$100,000 worth of goods yearly consists of just one-half of a small Southern State. He works it with a fine-tooth comb. It just naturally won't yield much more business, and there is no additional territory that the house can give him. I hired this man for Blank & Co. about five years ago. He was then working in the same section selling an entirely different line for a second-rate house. I offered him then just what he wants now, a better line and broader opportunity. However, he didn't apply to me then. I went down there and found him.

"This is not an isolated case. I know a dozen such men that are looking for a better opportunity right now, and I have found and hired a good many in the past.

Blank & Co. used to think I was some kind of a wizard. On the contrary I used the simplest kind ficu ficu mer idea com a p seer Sor

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of common-sense methods. In my opinion it is largely a matter of getting the right viewpoint of this problem. A natural or cultivated ability to understand human nature and judge men is no doubt helpful, but it is like being able to recognize gold after you find it. The digging comes first.

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"Manufacturers that find it difficult to get or keep good salesmen might study with profit the
idea that salesmanship is not a
commodity that can be bought at
a price. A good many executives
seem to view salesmen as chattels.
Some try to buy them too cheaply,
and others frequently pay too
much—to get a man away from
another concern. A real salesman
is in many respects like a good
retailer. He doesn't want just another line, but he is keen for a
merchandising opportunity.

"The manufacturer that has found it worth while to study the viewpoint of the retailer and the consumer is likely to have a proposition that will appeal to a good salesman, but the salesman doesn't always know it without being told and sold. Then a good salesman is likely to have a pretty fair job in which case he isn't especially active in looking for another.

"My experience with voluntary applicants for positions has been that very few proved desirable. Before I went with Blank & Co. that concern had depended almost entirely on that source for prospects. It was considered rather undignified and a waste of time and expense to run around the country hunting men and offering them jobs when hundreds of applications were coming in. That was literally what I did, but the task was not as formidable as it might appear, when reduced to a system.

SALESMEN HIRED IN THE FIELD

"I spent from two to three weeks on the road twice a year. Usually I made a circle of the country east of the Rockies with brief stops at important centers of population. My ports of call were not always the same. It depended on the existing conditions in various territories. These trips were made to serve three important functions:

"1. To visualize business conditions and get the viewpoint of retailers at first hand.

"2. To meet and encourage salesmen in their territories.

"3. To meet applicants and ferret out other prospective salesmen, "In spite of my expressed opin-

ion regarding voluntary applicants I invariably investigated them and arranged a personal interview if correspondence indicated that they might be desirable. Then there was another class of applications—those that I had inspired indirectly—from men that I already knew something about.

"At the start I enlisted the services with excellent results of several dependable salesmen then employed by the company, to act as recruiting agents.

"After my first trip my circle of acquaintances in different sections enlarged gradually among men that were qualified to give me tips when requested or who voluntarily induced good men to apply to me for positions. A few examples will serve to illustrate how the system worked.

"In Georgia we had a good salesman whom I will call Smith. He was a man of mature age and sound judgment whom I knew to be trustworthy. He made his headquarters in Atlanta and having traveled that section for years knew all the live producers in that territory rather intimately. Prior to my trip I wrote to Smith and told him that I needed one or two new men for neighboring States, and asked him to size up some of his acquaintances and give them a tip to apply.

"Some applications would be likely to result. However, I have frequently found that good salesmen are loath to make written applications, especially if they are employed and have no definite intention of making a change. They are usually not averse to dealing through a third party whom they can trust, and Smith nearly always had two or three men waiting to see me when I dropped off at Atlanta.

"I recall one of his applicants that impressed me very favorably but whom I did not hire because we could not agree on terms. "In fact this man was considering an offer from another house at the same time, and he was trying to play one against the other. Evidently the other house had made him a more attractive proposition than I felt warranted in doing. This meeting bore fruit later, however, because I kept in touch with this man and the following season he procured for me one of the best men I ever hired

in the South.

"The foregoing experience is rather typical of the manner in which I found many good men, but all of my own men were not good recruiters. Most of them were willing enough, but I soon learned that only a few could be depended on for discriminating judgment. Some thought it was a good opportunity to do their friends a favor without particular regard for their qualifications. Occasionally a man of that type would help me make a real find.

WAS IT "LUCK" THAT BROUGHT THESE MEN TOGETHER?

"One day I dropped into Chicago on my way East after a hard trip through the South and West. One of my own men met me there and he had in tow several candidates for jobs that he had picked up among his acquaintances in the city.

city.
"Personally this man was a good salesman, but one of the happy-go-lucky type that refuse to take life seriously. He was a little inclined for the bright lights and made friends rather promis-

cuously.

"His recruits didn't impress me favorably, and I got rid of them as quickly as possible without being offensive. Then he and I sat down for a little talk of mutual interest. He asked me if I had secured all the men I needed for the coming season. As it happened I was considerably worried about two open territories, one in California and one in Arizona and New Mexico. I didn't anticipate that he would be helpful in filling them, but I mentioned my concern regarding the vacancies casually. I had not gone that far West on my trip because of the long jump that it necessitated, and I had hoped to find suitable men in St. Louis or Kansas City but had failed.

"After considering this information my man jumped to his feet suddenly and said: 'I know just the man for that New Mexico territory, and he may be here in Chicago right now.' With that he bolted for the door and called over his shoulder: 'Wait here; I will be back in ten minutes.'

"He returned per schedule accompanied by the man in question, who it developed was then employed by a Chicago jobber to cover the territory mentioned. My man had formerly worked for the same house. This prospect looked good to me, and he in turn was interested in my proposition, but he was conservative. He had what was practically a life-long job on a salary, and my offer was on a commission basis. He had of course given the matter no consideration, and was not inclined to make a definite decision without doing so. The situation called for a little salesmanship in the form of a closing argument, but the best I could do was to get the man to promise that he would give me an answer that night before I left town. He wanted to go home and talk it over with his wife.

"My man had taken part in the conversation, and when he had observed that I wanted to hire the candidate he had warmed up to the task of helping me to sell the proposition. Finally when the prospect started for home my man volunteered to go with him. Several hours later he brought the prospect back to sign a contract after having convinced the wife that the change was a desirable one. Incidentally it proved to be a highly satisfactory connection for both Blank & Co. and the

"An element of luck undoubtedly enters occasionally in every line of endeavor, and my good

fairy must have been at hand on that particular day. After the new recruit had signed his contract in my room the party adjourned to the lobby of the hotel. While we stood there conversing another man walked up to us and greeted

(Continued on page 25)

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But-

"the real analysis of returns demonstrates the high quality of Engineering News readers."

"the high editorial standard of Engineering News responsible for real advertising results."

"above statements based on the writer's many years' experience in advertising and give credit to the paper which has shown best results."

The name of this advertiser will be furnished upon request.

One of the five Hill Engineering Weeklies published at Tenth Avenue and 36th Street, New York City. The others are The Engineering and Mining Journal, American Machinist, Power and Coal Age. All members of A. B. C.

Business

BUSINESS preparedness, like national preparedness, is simply being ready at the right time in the right place with the right goods.

But, the problem of preparedness is knowing what is the right time and which is the right place.

The Mahin Merchandizing Audit is solving this problem for different manufacturers.

Some of them advertise. Some of them do not.

Those who advertise are learning whether or not their advertising is directed to the right people, and whether it is in the right place and of the right style to reach those people.

Those who do not advertise are learning whether or not they should advertise.

All of them are discovering the profitable and unprofitable angles of their sales efforts.

The Mahin Merchandizing Audit is peculiar in itself.

While it was originated away back in the days when the Mahin Advertising Company created the databuilt campaign, and has been perfected through the experience of this company, it has the peculiarity of being decisive in itself.

When the audit is completed it shows on its face the answers to every question you can ask about your sales and advertising efforts.

There it is for you—the facts and figures. The answer is written down for you in proven detail.

Naturally our Merchandizing Audit service is very helpful to us in the work we render our customers. We will be very glad to go into details concerning it, by letter or in person—preferably the latter.





Add

<u>Preparedness</u>

A good many advertisers still seem to think that engaging us to make a Mahin Merchandizing Audit for them binds them to place their advertising through us.

This is not the case. The Mahin Merchandizing Audit will be a valuable support to you in your advertising and selling plans, and the audit service can be purchased from us without contemplating anything else.

Suppose you write us for our "Business Symptom Blank," and when you have filled it out we will prepare for you specifically ten tests which will prove to you beyond a doubt whether or not your business will be benefited by the Mahin Merchandizing Audit.

It is simply a feature of business preparedness—and the fact that different business concerns, big and little, are using it, is certainly a strong fact in its favor.

The coupon is for your convenience. It is easy to cut it out or tear it out right now and send it. Pin it to your business paper, please, if you do not write.

*	,
Mahin Advertising Company 105 S. Michigan Ave., Chicago SEND ME	Mahin Advertising Company 105 S. Michigan Avenue, Chicago
the booklets checked below-no obligation on my part:	SEND ME
Why the Agency? The Four Epochs of Success. The Folly of Price Cutting. The Value of Analysis. Requisites of a Successful Salesman. Human Appeal in Copy. The Little Two-Cent Salesman. Putting the Buying Impulse Into Copy. Next to Pure Reading Matter.	The specially prepared "Business Symptom Blank" for my business with no obligation on my part
Name	P1
Firm	Firm
Address	Address





TO SUBSCRIBERS

Realizing that persons unacquainted with THE

Realizing that persons unacquainted with THE FARM JOURNAL may hesitate to subscribe and pay for five or ten years in advance, we guarantee:

(1) That within three months after paying for THE FARM JOURNAL any subscriber may notify us to stop the paper, and the full amount paid for the subscription will be refunded.

(2) That after three months any subscriber may order the paper discontinued, for any reason, or for NO reason, and the unused proportion of the amount paid for the subscription will be refunded.

Upon this solid foundation thrives The Farm Journal, growing steadily and surely-now well over a million circulation. In having a million, as in this guarantee to subscribers, The Farm Journal is indeed "unlike any other paper." April closes March 5th.

my 'old' salesman in a friendly way. Introductions followed and the stranger entered into the conversation, and in response to a commonplace question of friendly interest he began to talk about his

personal affairs.

"It developed that he was the buyer and manager of a retail ready-to-wear garment store located on State Street. His wife had been in ill-health for some time and his physician had advised a change of climate. He had decided to give up his position and go to California without any particular business prospects in view. This man had never sold goods on the road, and was not familiar with my line, but he had salesmanship written all over him. we,-myself and my loyal man Friday,-got this fellow seated at a corner table and sold him a territory in California. He was successful, grew to like the work. and is still with Blank & Co.

"Luck and coincidence in both cases, you say? Yes, it certainly looks that way, but one thing is sure. I would never have found those men back East in my office. At the risk of exciting the ridicule of some very practical persons I will venture another assertion. have an abiding faith, based on experience, that if a man goes out and makes an earnest effort to find what he wants, it usually

turns up sooner or later.

RETAILERS SUPPLY GOOD LEADS

"Next to using my own salesmen as a point of contact with desirable prospects I found some retailers and buyers to be willing and effective aids, and I made it a point to extend and maintain

such acquaintances.

On one of my tours I went out of my way on a side trip of 50 miles to visit a retailer who was a particularly good customer of the house. I wanted to learn and analyze his viewpoint if possible in order to use it as the basis of a selling argument that would be effective in getting other dealers to concentrate on our line.

"He was very much pleased at the attention, and we became very friendly. He even told me voluntarily that our salesman, whom he liked, was doing certain things that were not to his credit or that of the house, and suggested that I might be able to get the salesman on the right track before it was

too late.

"Succeeding events verified the retailer's report, except that the salesman did go too far in error, and it became necessary to dispense with his services. When happened Ι immediately this wrote to my retailer friend and he spent considerable time in sizing up and feeling out all the sales-men that called on him. Eventually he picked out a man em-ployed by a local jobber. This man was successful and showed evidence of having outgrown the opportunities of his line in that territory.

"When I passed through that town again the retailer had the man sold on the proposition, and it was merely a question of putting my O. K. on him, which I did. This man increased the business in that territory over twenty-five per cent in his first season.

"It doesn't follow from the incidents that I have mentioned that I always found it easy to drop in somewhere and find good salesmen waiting to be hired. It was really hard gruelling work. On some trips I have interviewed from 200 to 300 applicants, and hired less than ten of them. Sometimes I was unsuccessful in hiring men that I wanted very much to get, and I recall several cases where I kept after a man for several seasons before I finally landed him.

"As a whole, however, the men I hired proved satisfactory, and it was not long before the mortality of the sales force was greatly reduced, and we had 75 salesmen exceeding the sales bogie instead of

"These results, however, I do not attribute so much to my own executive cleverness as to the fact that my system of finding good men gave me the opportunity to choose from a larger and better assortment than the average sales manager has to draw from.

W. Y. Perry and John E. Lutz have been put in charge of the foreign adver-tising of the Baltimore News in the West, with headquarters in Chicago.

What Makes Salesmen to Department Stores Efficient

The Situation as Seen Through the Eyes of the Average Department-Store Buyer

THE manufacturer who does not choose wisely his representatives who are to wait upon the department stores and specialty shops of this country; train them with greatest care; support them to the limit; and encourage them by every possible means

makes a grave mistake.

Business men are learning much from the present European war. Not the least important lesson is that trenches, battle lines and cities are prepared for capture by the bombardment of great guns. Surreme force; irresistible onslaught: continuous bombardment are required to prepare the way for the infantry with fixed bayonets, the cavalry and the light artillery.

Skill, cunning, well-considered specific attack, preparedness, in-tensive methods, high efficiency, co-operation are the order of things wherever victory rests.

Senator Beveridge in a speech before the Sphinx Club of New York, some time ago, made a very effective comparison based upon his experience as an investigator within the German, French, and English lines last spring.

He described the precision of movement, the lack of confusion. the steady onward, uninterrupted march of many thousands of men and the progress of thousands of tons of munitions toward the front over poor and often very bad roads, and the return of empty wagons and motor trucks in the opposite direction, over the same roads at the same time.

There was not a flaw. Not a break in the steady streams in two directions day and night for days successively. Every man was thoroughly trained. Every man knew his exact duty and did it. There was no disorder. No confusion.

He then described an automobile meet he had attended in the Middle West just before leaving

for Europe. The roads were finely macadamized and were some ten feet wider than those followed in the military movement previously referred to. At an outside calculation not more than 2,000 cars were in motion. confusion was terrible. He was two hours making 15 miles.

Here was lack of order and system. No training; no co-operation; no specific duty for each man; it was simply the idea of each one to "get there" as soon as possible according to his own

methods.

Senator Beveridge pointed a moral to the 300 advertising men who listened to his speech that none of them will forget. It would have been well for many manufacturers employing salesmen to the retail trade to have heard that address.

The words "intensive," "co-operation," "efficiency" are coming to have highly significant meanings in the operations of business

in these days.

The wise manufacturer begins to realize that these words apply to his sales manager, his salesmen and his representatives quite as well as to his factory superintendent, his mechanical operatives and his clerks and accountants.

Just as wine dinners; entertainments in questionable resorts and poker parties have come to be discountenanced very generally as means of making sales, so has the falseness of the policy become recognized of sending out to represent a manufacturer a man whose only or chief equipment consists of fine conversational ability, winning personality, good appearance, and the social quali-

The men and women who buy the merchandise for the worthwhile retail stores are intensive They want to know everything there is to know about any merchandise they consider.

It is of interest to them very often to know how goods are produced and how they sell in other localities. They are interested in the results attained by competing lines. They seek and appreciate all sorts of information bearing on their work and problems. They are hungry for facts and eager, for inspiration.

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know about nsider. A fine presence; a pleasing personality; an excellent conversational ability seldom fail of appreciation, but they are properly placed in the rank of adjuncts, as compared with facts, figures and inspirational suggestions.

In other words it is more important to John Jones, buyer for a big store in New York, to know that Sam Smith, buyer for a big store in Chicago, recently advertised women's fur coats in August at \$150 each, payable when delivered in the fall or winter, at an approximate cost of \$200 and sold 35 coats, than it is to hear the latest Ford story!

It is far more convincing to Mrs. Robinson, buyer of the hos-

iery for a specialty shop in Baltimore, to be given the detailed experience of a half-dozen buyers for similar lines in other cities in co-operating with their shoe departments to sell silk hose with every pair of women's shoes, than it is to be regaled with the reflected glamour of New York's "great white way" and a promise to show her the sights when she is on her next buying trip.

The National Cash Register Company, for instance, spends a good deal of money preparing its salesmen before they are even permitted to see a "prospect," and everyone knows the results they

The sales manager and a member of the firm of one of the great New York millinery-trimming houses never let their salesmen see visiting trade or go on the road until assured that they are letter perfect in every detail regarding the stock, the fashions for the coming season, the interesting general news of the trade, and all information of possible

The George L. Dyer Company 42 Broadway New York



Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

interest to the house's customers. Further, the men at home are given additional instructions and information daily during the seasons, and this is sent regularly by post or wire to the men in the These travelers are required to send in what information they gather each day for the benefit of all the others.

As a result the house is regarded as headquarters, not for gossip, but for the facts of the trade. to its immense advantage.

Anything in the lines of women's apparel is influenced largely by the inspirations of modistes, designers and others engaged in production. Perhaps millinery is more distinctively a thing of inspiration than almost any other

The salesmen of this house are constantly in receipt of inspirations from the house. They are engaged because of their initiative and ability to suggest and in-The house binds its trade to it by its deep-laid plans of helpfulness, suggestion and inspiration. Every salesman must also know everything there is to know about every item of every part of the line or lines he sells. There is no excuse for ignorance regarding the most minute detail.

MANUFACTURER HIS OWN REPRE-SENTATIVE, AND OF REAL HELP

A furniture manufacturer who personally attended to all of his more important trade himself, was once asked why he traveled so much and left the affairs of manufacture and accounting in other hands.

His reply was, "When I can get the right man to sell my furniture as I sell it, I'll pay him a very large salary, and I'll be glad to

stay at home."

You see he was an inspiration to every buyer with whom he came in contact. He knew furniture as few men knew it. He knew "periods" and styles, and decorative schemes, and woods, and finishes, and costs. He knew the preferences of all of the localities in which he sought to sell his product. He knew competitive lines. He knew department store and specialty shop systems. He knew the buyers' routine work "like a book"; he could put "pep" into a group of the furniture salesmen of one of his customers that would last until his next visit. He was a great planner of sales and methods. He would make anything a buyer wanted that his factory could turn out. His mid-

dle name was "inspiration."
One of the most successful cheap jewelry salesmen in this country is quite young and full of "ginger." He takes the place of an older man who was retired to the home office after ten years on the road because the house realized that the youngster could represent them to better advantage, not because of his age, but because of his equipment of enthusiasm, inspiration and initiative.

This young chap has made a deep study of department store and specialty shop methods and systems. In his campaign he works systematically on the buyer. the assistant buyer, the salespeo-ple, the advertising manager and

the display manager.

When his house brings out a novelty, he sees to it that all of these people in the stores he visits are so strongly impressed with it that they cannot forget He is persistent up to, but never beyond, a wise limit.

If one of his customers has a phenomenal sale on a certain style of bar pin or "pinkie ring" he digs backward toward the beginning, like an Australian field mouse, until he finds every fact and discovers every condition that led up to the success. Then he gives the data to other customers in other places-not competitive, of course.

If a buyer has an idea for a novelty, this wise salesman discusses it with him until either it is determined to be impracticable, or a desirable venture. If the latter, he gets his house to produce the goods. He is the greatest little copier and adapter of imported, high-class, costly foreign productions who ever sold goods.

A men's underwear manufacturer who specializes in union He work "pep" niture omers

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The Boiled Down Opinion of 2000 Men

Some weeks ago we wrote to a list of men who are receiving Collier's, requesting verification of address and an expression of opinion on the publication. The 2000 replies we have analyzed and boiled down and the following table is as near as we can get to a consensus of opinion:

Tread look forward to couldn't do without depend upon COLLIER'S regularly each week in my home above all others

| IT IS THE | most instructive most popular | | I know of in the bunch issued | I see

AND IS

| Certainly in my opinion without doubt my family thinks | THE | Indispensable periodical true National Weekly best paper in America weekly necessity

Collier's

A. C. G. HAMMESFAHR, Sales Manager of Advertising

J. G. JARRETT, Eastern Manager

J. E. WILLIAMS, Western Manager

"Collier's shows the cheapest cost per inquiry and order of all the magazines on our schedule." This Week—January 15th "What the Pork Barrel Means," by Burton J. Hendrick.

To-day It Is Not Considered Courteous

To ask the busy business man for a moment of his time unless you have something of mutual interest to discuss.

¶ What we have to say directly affects Your sales plans – it is a worthwhile story of a New, Highly Specialized, Country-Wide merchandising force.

¶ You ought to know the story of this New National Selling Force—unique in plan, purpose, dealer-interest and result-bringing powers for the advertiser.

¶ We want you to know this story for two reasons. The compelling force of The Sperry Magazine tie-up between Mill and Consumer, through the Dealer, will interest you in its bearing on your sales plans—and we are certain your viewpoint will be of value to us.

¶ We won't sell you anything you don't want to buy—but

May We 'Phone Shall We Write—or Can We Call?

Half-a-Million Circulation Guaranteed With Country Wide Dealer-Distribution

THE SPERRY MAGAZINE

FOR THE WOMAN-WHO-BUYS

Two West Forty-fifth Street - New York WILLIAM STARR BULLOCK, Business Manager

suits for men has talked up the superiority of the one-piece garment over the old -fashioned two-piece suit so thoroughly to all of his salesmen that they implicitly believe in it—an important point:

His salesmen are taught how to convince buyers, and they are urged to convince salespeople also where they have access to them. This is all reflected in a steadily increasing business. In fact one of this manufacturer's salesmen is called "One-piece Matthews," for he always has the desirability of the union suit on the tip of his tongue. The nickname he has won for himself is really a good advertisement, and a fine asset for himself and his house.

BROAD KNOWLEDGE ESSENTIAL

The salesman for a manufacturer should not be a mere "order taker." He should not only understand his own line thoroughly, and be intimately conversant with competing lines, but he should thoroughly understand department store and retail shop methods and systems; profit ratings; expenses of doing business; advertising and display. And it rests with his employer to see that he does know all of these things.

He should be familiar with the system, restrictions and discipline under which buyers work. He should also know the general policy and merchandising methods of every store whose trade he seeks. Any man familiar with retail conditions in New York City, for instance, realizes that in approaching Altman's and the Greenhut Co. he has two entirely and widely different propositions to consider. Their stocks are different. The same thing would apply if he were approaching, for instance, the Richard Hudnut and the Liggett stores; or the Butler Stores and Park & Tilford; and so on through a long list.

These differences not only exist but are very apparent to the trained salesman in every city and town. The appeal that the salesman makes to the buyer must be in keeping with the policy of the house for which he buys merchandise, and the offerings must

be in line with the store's merchandising policy.

It is extremely poor policy for a salesman to allow the buyer of a store to form the opinion that his line is high-grade and high-priced, if the store caters to a medium or low-grade trade, and vice versa, yet the mistake is made every day. This often is the fault of poor management on the part of the manufacturer as well as inefficiency on the part of the salesman.

If quality, style and assortment are the points of a line; and if these are the three most important considerations to the buyer, they are the points to be "talked." They must not be confused with anything else, not even price. The wise manufacturer will see to it that his salesmen see all "quality" buyers on this basis. The "price" buyers should be seen and talked to on the "price" basis, and the wise manufacturer will see that this is done.

The buyer for a high-class store, serving a high-grade clientèle, will soon sense the incongruity if a salesman approaches him on the price basis and will lose interest. By the same token, the buyer of "price" merchandise will shy at strictly "quality" representation. Some salesmen watch this carefully of their own accord, but the wise manufacturer keeps close trace of them, and makes sure they make no such blunders.

The manufacturer's representative, as a matter of fact, in most instances where he is conspicuously successful in representing a line, only begins his work by interesting the buyer. He manages to interest also members of the firm, the assistant buyer, the sales force, the floor manager, and the advertising and display managers. He does everything within his power to help these persons sell to the public.

The manufacturer's representative ought to know (possibly with the exception of the actual cost of production and net profits) everything there is to know about his merchandise. He should know everything that the owners of the business, the factory superintendent, the operators, the buyer of raw materials, the efficiency

expert knows.

He should know competing lines, also, not for the purposes of "knocking," however. The average "knocker" is regarded unfavorably by the average buyer. There are ways of taking advantage of the strong points of one's line, and benefiting by the weak points of a competing line other than "knocking."

The wise manufacturer will see to it that his salesmen are as enthusiastic as a prima donna's press-agent; as cautious as a Trust Company official; as inspirational as a good educator; as observing as a small boy at a baseball game; as steadfast as a mountain; as tenacious as a bulldog: as studious as a chess player; as watchful as a hen guarding her chicks.

He should be learning all the time. Indeed wise manufacturers take into consideration as an important point in favor of a salesman, his capacity to learn, and his ability and willingness to look into the right places for knowledge.

GIVE AND TAKE HELPS MANUFAC-TURER AND REPRESENTATIVE

The salesman's efficiency must be stimulated from the home office. Very little information in any way pertaining to his line should be withheld from him, and in return he should be required to post the home office on the happenings and conditions of his territory and trade.

The house-organ is a valuable adjunct in this work. The daily, or the thrice- or twice-weekly letter are also valuable stimulants. The salesman who knows he is being "thought of at home," posted, watched and helped, will do the best work, and he will in turn send home valuable information, along with his orders.

The average buyer likes a close relationship with the houses from which he buys. He likes to feel that his trade is appreciated. good salesman does many things to inspire this feeling, and in these efforts should be backed liberally by the manufacturer.

Finally every manufacturer has of course, certain rules of business within which his salesmen must operate. He finds, however, that there is occasional pressure brought to bear upon the sales-men by the buyer, for a concession of one kind or another, not necessarily affecting price or profit, but at the time important in the eyes

of the buyer.

The salesman most favored by the buyer is the one who either can make such concessions, or who succeeds in getting his house to do so. The salesman who is trained for such emergency is well fortified and has an important adjunct for successful work. If he knows his house, its methods and its policies thoroughly, he can tell with almost unfailing certainty whether or not his house will grant a special request or make a concession, and his own attitude and actions can be governed accordingly at the time the request is made. He avoids stimulating expectations that are later to be disappointed, and exercises his diplomacy while the subject is fresh; or he holds out hopes which he is practically sure he can fulfil, making "capital" out of the transaction.

Manufacturers — train salesmen to perfection; develop them to the nth power; inspire, stimulate, encourage, counsel, watch them. Require them in return to give you facts and news that will be of use to you and your other salesmen, making the Make each relationship mutual. unit help each other unit and you

will get best results.

A. W. A. Stuck With Louis Gilman

A. W. A. Stuck, for the past five years connected with Doremus & Morse, the advertising agency of New York, has joined the soliciting force of Louis Gilman's office.

Mr. Stuck will cover the financial dis-trict for the list of papers represented in Mr. Gilman's office.

Kennedy With "Etude"

Joseph W. Kennedy has been made advertising manager of Etude. He was formerly on the staff of McClure's, Good Housekeeping and Woman's Home

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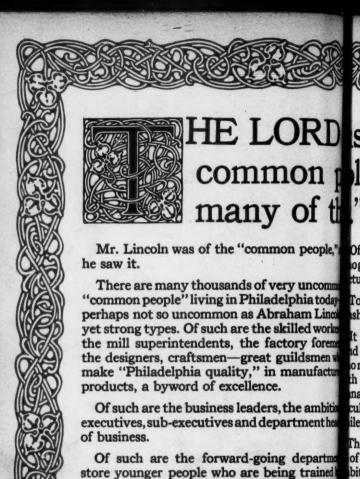
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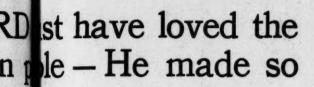
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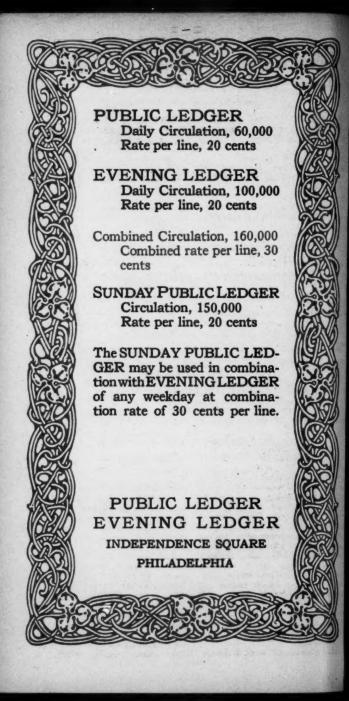
cople," Of such are the young and old professional men ogive Philadelphia lawand medicine and architure and the sciences a world-wide reputation.

> To all such the Public Ledger appeals as of ship in uncommonness.

It is true that Philadelphia has several thoud old families—and very wealthy families oread the Public Ledger and who are delighted h its great improvement under the Curtis nagement. But this splendid section of Ledger ambitio culation is necessarily limited as to number, enthal ile tremendous in its buying capability.

The larger thousands of its circulation are made of those people whose chief heritage has been bition and ability and who, by the exercise of he Roy common qualities, have come into possession etter-than-average incomes and better-thaninary homes.

LEDGER





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Prest-O-Lite's Campaign Against "Counterfeits

Fights Substitution with Advertising

THOUGH elaborate machinery for preventing substitution has been established by many manufacturers, the most effective weapon, in the last analysis, has been found to be advertising.

The clever and unscrupulous manufacturer, working with the dealer who sees only the larger profit he can squeeze out of the sale of the counterfeit, can always get the goods over on the strength of the popularity of the real thing -if the public will stand for it. And no amount of inspection work or even prosecutions will weed out the evil completely, as long as substitution proves profitable.

The only sure way to kill the business on a substitute is to arouse the public to such an extent that the name and the label will be given attention. When this happens, there isn't the slightest chance of the masquerader getting by, because the substitution is certain to be detected. It is only when the public is more or less complaisant, and accepts the appearance, rather than the sub-stance, that the opportunities of the substitute and the substitutor are alluring.

The plan of the Prest-O-Lite Company, of Indianapolis, to protect its acetylene tank business is interesting to other concerns which are troubled with substitution for the reason that it involves advertising, and concen-trated advertising, to get at the root of the evil. The company does not waive its legal rights, of course, but prosecutes unfair competition of this kind, in many cases successfully; and victories are followed up by a vigorous campaign of publicity to the automobile owner, which emphasizes not so much the rights of the manufacturer as the needs of the consumer, by showing that no sub-stitute can hope to compete with Prest-O-Lite in point of service to the owner. This educational work is doubly

helpful, for it not only warns the automobilist against the possibility of substitution, but makes him more than ever appreciative of the universal service which the company has built up with its large organization for charging and exchanging gas tanks.

In a business like that of supplying gas lighting equipment for automobiles, the trade-mark of the company, while actually stamped on the tank, is likely to be lost sight of. In fact, the average motorist who is using gas lighting-and in spite of the fact that most cars now being put out are electrically lighted, the number of those which are equipped with "Presto" tanks is legion-seldom names the tank when he calls for an exchange. Of course, this is largely due to the fact that it is assumed that a Prest-O-Lite tank will be furnished. It is possible, also, that some owners do not realize that they are getting the benefit of Prest-O-Lite service in securing exchanges, and this is an-other reason for carrying on the educational work against substitution.

MEETING ARGUMENT OF SUBSTITU-TION

The argument of the manufacturer of the substitute for Prest-O-Lite is usually a lower price for refilling, but this is met not only by the claim of higher quality, but by pointing out that the serv-ice which goes with the Prest-O-Lite tank is worth so much that the owner cannot afford to be without it.

The difficulties of the Prest-O-Lite Company are increased, of course, by the fact that the tank belongs to the owner, and if he cares to have it refilled with some other kind of gas, he may do so. However, the courts have been holding that if the maker of the material which is substituted does not sufficiently obliterate the original Presto mark, which

must be kept in condition to give full measure of service. Tanks must be tested to see that they comply with Government regulations as to strength. Large supplies of tanks must be maintained everywhere

for the convenience of the user.

All this is a part of Prest-O-Lite

branded into the metal, he is taking advantage of the company by making the tank eligible for exchange at a Prest-O-Lite service station. The usual plan has been merely to paste a paper label bearing the name of the competing concern over the Presto sign, but this does not come within the requirements laid down in several cases by the courts.

ber, the ads occupying eight inches by three columns, and enabling the company to display the announcement effectively. caption employed is, "The Importance of the Name Prest-O-Lite on Your Gas Tank."

Then follows a line of educational talk regarding service, as

follows:

"If you could take your automobile to any dealer,

anywhere in the United States, any time you wish I, and exchange it at small cost for a new car, filled with gasoline and oil, and ready to TIID-

"That would be service, wouldn't it? "That is precisely

Prest-O-Lite what service is. There is nothing else like it under the sun. It has no substitute. there is nothing

cheaper.

"Tanks wear out and must be replaced. Valves and other parts must be re-newed. The interior, as well as the exterior, must be kept in condition to give full measure of service. Tanks must be tested to see that they comply with Government regulations as to

strength. Large supplies of tanks must be maintained everywhere for the convenience of the user, "All this is a part of Prest-0-

Lite Service.

"So long as your tank bears the name 'Prest-O-Lite' you may promptly exchange it for what is practically a brand-new Prest-0-Lite, full of purest, cleanest gas, and ready to use-anywhere and everywhere."

The following is displayed in

black-face italics:

"But if your tank does not 'Prest-O-Lite' bear the name plainly plated on the tank itself, we cannot be responsible for its exchange and repair, nor for its external nor internal condition."

The Importance of the Name Prest-O-Lite on Your Gas Tank

Hyou could take your automobile to any dealer, anywhere in the United States, any time you wished, and ex-change it at small cost for a sow car li-ed with gasoline and oil, and ready to

That is precisely what Pres-O-Lite service is. There is nothing else like it under the sun. It has no substitutes And there is nothing cheaper. Tanks wear out and most be replaced.

Valves and other parts must be renewed. The INTERIOR, as well as the exterior,

All this is a part on Service. So long as your tanks bear the name "Prest-O-Lite" you may promptly each ange it for what is practically a bread new Prest-O-Lite, full of parest, cleanest gas, and ready to use—ANYWIERE and EVERYWHERE. But if your tank does NOT bear the name "Prest-O-Lite" plainly plated on the tank itself, we cannot be responsible for its ex-change and repair, nor for its siternal nor INTERNAL condition.

Remember that no perion or firm can "refill" and abuse Prest-O-Lite tanks— the law does not permit it. All he can do is to take your Prest-O-Lite tank away from you, and give you in return a numeless and fatherless thing (not a Prest-O-Lite), backed by— "what?"

Think Twice before you allow any one to substitute a tank which has no con-nection with Prest-O-Lite repair and exchange service.

When you turn in your empty tank to be exchanged for a full one, see what you with presure.

Look for the Name Prest-O-Lite

Look at your tank to-day. If you have already been silently imposed upon, consult us on-any dealer handling growine Prest-O-Lite, and arrange NOW to be protected.

The Prest-O-Lite Co., Indianapolis, Ind. Represented In Louisville By All the Leading Automobile Dealers and Garages

NEWSPAPER COPY TO COMBAT COMPETITION

Some of the concerns which are competing with the Prest-O-Lite Company are selling gas-making machines, priced low enough to induce a good many people to enter what appears to be a lucra-tive business, that of refilling Prest-O-Lite tanks on autos and motorcycles. Consequently substitution — to include under this general name the sale of a substitute, whether by actual deception or not-has been practiced over a fairly large territory, making it worth while to prepare a planned campaign against it.

Newspaper advertising has been regularly employed in cities where it is found that competitors are refilling Prest-O-Lite tanks in num-

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"Think twice before you allow anyone to substitute a tank which has no connection with Prest-O-Lite repair and exchange service.

"When you turn in your empty tank to be exchanged for a full one, see what you get in return. "Look for the name Prest-O-

"Look at your tank to-day. If you have already been silently imposed upon, consult us or any dealer handling genuine Prest-O-Lite and arrange now to be protected.'

In addition every automobile owner in the affected territory is circularized, and the importance of the subject and its interest to owners justify the use of a threepage form letter, as well as a booklet and a reproduction of the newspaper ad, which are enclosed.

The circular is headed, "A Frank Explanation to the Motorists of Blank County and Vicinity."

The opening paragraphs of the letter follow:

"Several automobile owners in Blank and vicinity have recently complained to us that our dealers in neighboring towns would not take in their empty tanks and give them full Prest-O-Lites in ex-

change. "In every case we have found that these complainant motorists were not using Prest-O-Lite at all, although they thought they

"The tanks which occasioned these complaints were imitations and counterfeits, which are not accepted anywhere for Prest-O-Lite service.

"If your gas cylinder bears the word 'Prest-O-Lite' on its surface, big as life and no doubt about it, we stand responsible for the service and satisfaction it gives and accept it, when empty,

for our repair and exchange serv-Otherwise, we do not.

"Unfortunately, there are too many automobile owners who think they are using a mere 'tank' which anyone can 'fill with gas. This is not true. (See pages 5 and 6 of the enclosed booklet.)

"Prest-O-Lite is not merely a tank, and not merely a kind of gas. Prest-O-Lite is a permanent, universal, dependable system of lighting service.

"When your Prest-O-Lite is empty and you take it to a Prest-O-Lite dealer, you do not merely 'leave it to be filled.' What you really do is to exchange your empty cylinder for practically a brand-new Prest-O-Lite in good repair, full of the purest form of dissolved acetylene, and ready

to use." The letter emphasizes the service feature, and also goes into detail regarding the factory end of the business, explaining that the packing and solvent must be properly cleaned, maintained and replaced, and that cylinders which are merely "refilled" by makers of substitute gases soon get out of condition, thus demonstrating why the Prest-O-Lite Company cannot exchange such cylinders.

The latter gives the names of the local dealers supplying Prest-O-Lite tanks for both automobiles and motorcycles.

The eight-page booklet which is enclosed with the letter carries on the front cover the words, "Counterfeits are being 'passed' on Prest-O-Lite Users."

The booklet covers the same ground as the newspaper ad and the letter, only in more detail. The following interesting suggestions regarding the attitude of the owner toward the dealer who substitutes are made:

"The dealer who took in your empty Prest-O-Lite and palmed off a counterfeit on you defrauded

"He took your Prest-O-Lite and perhaps sold it, and in exchange for it gave something that is almost worthless, hoping that you would not notice it.

"If a counterfeit has already been palmed off on you, go right back to the unscrupulous dealer and make him give you back your

Prest-O-Lite.

"If he does not promptly comply with your demand, write us about it, giving us the dealer's name, and we will take the necessary steps, at our expense, at once.

"Any Prest-O-Lite user who has been swindled in this way may have our help in recovering possession of his Prest-O-I ite, if he would write us about it."

Sub-captions in the booklet, printed in red, are "The Careless Owner Is Easily Defrauded" and "What Prest-O-Lite Service Real-

ly Is."

The attitude of the courts regarding the protection of the rights of the Prest-O-Lite Company is indicated by the fact that Judge Walter Evans, of the Federal District Court at Louisville, recently signed a temporary re-straining order against the Sun-Lite Company, of that city, prohibiting it from refilling Prest-O-Lite tanks with Sun-Lite gas. plaintiff's contention was that the Prest-O-Lite Company's name on such tanks as had been taken in had not been sufficiently obliterated, and hence its responsibility regarding them had not been lifted. The restraining order is effective until the case can be heard on its merits.

G. E. Snyder With Potts-Turnbull Agency

Glenn E. Snyder has resigned from the advertising department of the Fruit Grower and Farmer, St. Joseph, Mo., to join the Potts-Turnbull Advertising Company, Kansas City, Mo. For several months he was traveling representative for the paper in the Western territory, and more recently has had complete charge of the advertising department of that publication. Prior to this, he was solicitor on the staff of the Daily News Press, also of St. Joseph.

Sandusky Cement Company to Advertise

The Sandusky Portland Cement Company, Cleveland, Ohio, will advertise the Medusa brand of Portland cement, also Medusa waterproofing. Farm papers in the Central States, country-life magazines, and trade and technical journals will be used. The H. K. McCann Company is handling the account through its Cleyeland office.

Vital Statistics of American Publications

THE 1916 edition of the American Newspaper Annual and Directory, published by N. W. Ayer & Son, has appeared, with revised lists of publications and circulation statistics. The general plan of the work is unchanged

from the 1915 edition.

There are listed in the book 24,589 separate publications, a net loss for the year of 135. This number includes, however, the publications of Canada, Newfoundland, Alaska, Hawaii, the Philippines and Porto Rico, besides those of the United States. In our own country alone 22,896 publications are listed, a net decrease of 148; in Canada, 1,549—a decrease of eight.

Monthly publications show the largest gain in numbers, with an increase of 70; but this is more than offset by the loss of 224 among the weeklies. Every section of the United States shares in the decline in the number of weeklies with the exception of the Pacific Coast States. Weeklies still comprise almost 70 per cent of all publications, but as communities become older and larger the local news weeklies grow into dailies, combine with one another or else give up entirely, where too many of them were making a bid for popular favor. It is to be expected that the Far Western States will

years, when weeklies will fall away in that section.

Daily issues appear to be almost stationary. In the United States and Canada there are now published 2,599 dailies—17 less than

follow the trend in not many

a year ago.

The Directory follows the precedent set last year of not accepting for inclusion in its pages the advertising of publishers.

Leopold Flatow With Albert Frank & Co.

Leopold Flatow has been appointed manager of the sales department of Albert Frank & Co. and will take charge of this department on the 15th of this month.

"Here in New York"

This is the name of a new department in The Designer. It mirrors conditions in the metropolis in a light way yet with insight; sends New York to the women who cannot come here.

Billy Sunday

on "The Influence of Motion Pictures" in the February issue, prefaces with characteristic remarks the publication of letters received in our moving picture contest.

The Designer is always practical but never heavy.

The Designer

One of the three magazines known to advertising men as The Butterick Trio and bought as an advertising unit on a guaranteed circulation of 1,400,000. The other two members of The Trio are The Woman's Magazine and The Delineator

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Oklahoma Offers

THE DAILY OKLAHOMAN

During 1915 the Oklahoman showed a net gain in advertising in excess of 500,000 agate lines over the previous year.

This gain was due to three causes: First, results. Second, the wonderfully prosperous condition of Oklahoma. Third, the services and co-operation the Oklahoman gives to its advertisers.

The coming year promises fair to be the most prosperous in the history of the state. Manufacturers who have not marketed their goods in Oklahoma will do well to investigate its resources. We are prepared to furnish data and assist in the securing of agents or dealers wherever possible.

Put Oklahoma on your map. Put the Oklahoman on your list.

Members of A. B. C.

OKLAHOMA PUBLISHING CO., Publishers OKLAHOMA CITY, OKLA.

REPRESENTATIVES:

THE E. KATZ SPECIAL ADVERTISING AGENCY,

New York, N. Y.
15-19 Madison Square N.

Chicago Ill.
Harris Trust Eldg.

Kansas City, Mo., Waldheim Bldg.

rs Opportunities

THE OKLAHOMA TIMES

has been purchased by the Oklahoma Publishing Co. whose intention it is to spare neither effort nor expense to make the Times a credit to its city and its publishers.

During the next year The Times will show a steady, consistent growth due to many improvements planned and to the efficiency of the experienced organization behind it.

Contracts may be made for one year at the present low rate of the Times with the certainty that the advertisers will receive value extraordinary.

Members of A. B. C.

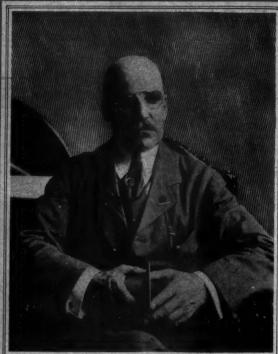
OKLAHOMA PUBLISHING CO., Publishers OKLAHOMA CITY, OKLA.

REPRESENTATIVES:

THE E. KATZ SPECIAL ADVERTISING AGENCY,

N w York, N. Y.
Li 19 Madison Square N.

Kansas City, Mo., Waldheim Bldg.



BUILDERS of AMERICAN BUSINESS

CHAS. ELLIOT WARREN, PRESIDENT OF THE LINCOLN NATIONAL BANK

"Your Magasine of Business has been read by me regularly, and I have found much of value and interest in it. System is a publication that should be on the deak of every business man. Bankers especially should not be without it."

Wir Epist war

NUMBER XXXIX in the series of portraits of readers of SYSTEM

What a Young Man Should Know Who Goes into Advertising

Views of Earnest Elmo Calkins, John Lee Mahin, S. C. Dobbs and Others

By J. B. Powell

Instructor in Advertising, University of Missouri

WHEN a young man has completed a course in engineering in most any of the leading engineering schools, he has received thorough instruction in higher mathematics and the theory of the various branches of the profession. More than this, however, when he gets through school he knows how to run a surveying instrument and how to mix concrete. At least one of the leading agricultural colleges requires its students actually to put on overalls and work on a farm for a certain number of months before he can get his degree.

The question is, will it ever be possible for the universities and colleges to go this far in the training of young men in advertising

and marketing?

In the last four or five years, courses in advertising and allied subjects have been added in most of the leading universities and Some of these courses colleges. are serious attempts to teach advertising and others do not amount to much outside of the catalogue announcements. Competition among universities is just about as keen as competition in business. When the professor in home economics at one university announces that she will teach her young women students the art of bathing babies, a rival uni-versity across the State line is pretty sure to announce in a short time that the young ladies in that school will be taught how to mop a floor and how to wash windows.

So we have courses in advertising and still more courses in advertising. Some are practical courses where students are taught how to write advertisements, by actually writing advertisements for merchants, and other schools teach advertising by lectures from a book on advertising that was written by a man who compiled the

book from other books on advertising. And then there are Y. M. C. A. courses in advertising and high-school courses in advertising.

Last year the Associated Advertising Clubs of the World got most of the teachers of advertising together in one room at the Chicago convention and told them to organize themselves and do

something.

This organization has promise, for one of the first things done was to appoint a vigilance committee to censor the announcements the various schools were putting out about their courses in adver-

tising and marketing.

An attempt has also been made to systematize the research work that several of the schools are conducting, so that each school can devote its energies to some specific problem in advertising. This will be a great relief to many practical advertising men who heretofore have been asked by from one to a dozen schools to explain why 12-point or 72-point type was used in a certain ad when 36-point was the correct size from a "psychological" stand-point

TEACHES MEN TO KNOW HUMAN NATURE

PRINTERS' INK in the last few years has printed a great deal about education for advertising men, and has done much to encourage the various schools to organize courses in advertising. It has also done a great deal to point out many of the follies in advertising courses. A recent article on the "Hiring of Advertising Assistants," that I read to a class of about 30 young men and women who expect to enter advertising work, did them more good, I think, than anything else they have heard this year.

About a year ago, Printers'

INK said editorially:

"Not a month goes by but sees another college, enlightened at last, installing a more or less satisfactory course. Will it soon become the fashion for those needing advertising men to apply to our colleges, as technical manufacturers apply to our technical

schools?"

In the last three or four years the writer has had considerable correspondence with various men well up in the advertising field as to what the college should offer the young man who would prepare himself for advertising work. There are hundreds of young men employed in advertising offices who are debating the question whether they should take one of the college courses in advertising, or whether they should stay on the job and "work into the business." Then there are about 30 or 40 professors in the various schools who are also wondering just how advertising should be taught. For this reason, the writer believes that some of this correspondence is too valuable to be stored away and he trusts the persons who wrote the letters will pardon the liberties, since it is all in the interest of improvement for the profession.

Two years ago I had considerable correspondence with E. R. Bowen, advertising manager of the Avery Company, at Peoria, Ill., regarding a man for his office. Here are Mr. Bowen's re-

quirements:

"Our company has had some unfortunate experiences in our attempts to take on college men and we would only consider a man in case he fully understood how much he really had to learn before becoming a really valuable man in this business and was willing to make the proper effort and take the necessary time to do so. The trouble we have had with most of these men has seemingly been the fact that they have thought that they ought to be able to run the business before they really got a fair start. We tried out one man a couple of years ago from the University of put him down in the factory and

gave him what the writer believes to be the best training of any man we have ever put on, and after he had had this training he became very critical because of imperfections which not only he but everybody else can see and which, however, others in the business world are endeavoring to eradicate. while he was unwilling to stick at the job. He also failed to realize that the learning of the job was not the important thing and did not entitle him immediately to be transferred to some higher position, but that a man was taught a job primarily in order that he might do it for at least a reasonable length of time. and he also failed to realize that, after all, the learning of the rough outline of the job is nowhere near as important as the fine details which only come through having worked at a thing for some little

"Most college men have enthusiasm and it is not difficult also to get energetic men, but the thing that we find lacking from a business standpoint is the knowledge. In our line of business a man should know farming to a certain extent and should also know farmers. The best combination possible would be a man who had had farming and retail business

experience.

"BELLEVE WHAT YOU WRITE," SAYS C. A. BROWNELL

C. A. Brownell, advertising manager of the Ford Motor Company, in a letter on the same sub-

ject, said:
"If you can get into the minds of students the great fundamental point of sincerity in writing copy; of the copy-writer weaving himself into the product he is describing, we will have accomplished a very long step in the building of good advertising in the future. Not simply the writing of sentences smoothly; not the use of flowery language; not merely the effort to paint with words, or the striving after artistic copy. But to get down to the hard, commonsense talk of the day, using the language of the salesman behind the counter, and to be honest about it, believing themselves in The Magazine that is the back-bone of the advertising campaigns of over 400 leading schools and colleges must necessarily wield a marked influence in a large number of the best homes of this country.

COSMOPOLITAN enjoys this distinction.

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Facts About Selling Opportunities

By THE PHILADELPHIA BULLETIN

Business is booming in Philadelphia—it is increasing every month, Bank Clearings for 1915 broke all former records—exceeding 1914 by more than 950 Millions of Dollars. Building operations for 1915 showed increase of \$4,000,000 over 1914. Deposits in all Philadelphis National Banks, Trust Companies and Savings Institutions for 12 months ending November 10th, 1915, increased \$156,947,587 over the nearest corresponding period of 1914—and raised total to the unparalleled sum of \$888,865,504. An average of more than 1 out of every 4 people in Philadelphia has a savings bank account—average deposit \$476.

MORE than one million people residing in 371,360* homes, in which The Philadelphia Bulletin is read each day, comprise the great majority of the entire population of Philadelphia—representing the third largest market in the United States.

Philadelphia is acknowledged the greatest of home building and home owning cities in America and is truly "the city of homes." There are 430,000 properties in Philadelphia including about 360,000 separate dwellings. Philadelphia has more than 40,000 business and professional offices, more than 8,000 manufacturing plants and more than 7,000 mercantile establishments.

During December an average of 371,360 copies of THE BULLETIN were sold daily. These were distributed:

In the City of Philadelphia and Camden	-	-	285,752
In the Suburban District (within 40 miles of Philadelph	ia)	-	55,645
In the country (outside of the Suburban District) -	-	-	29,963

Among the towns included in the Suburban and Country Districts are:

Allentionen, Pa. Downingtown, Pa. Lancaster, Pa. Salisbury, Md. Allantic City, N.J. Doylestown, Pa. Media, Pa. Trenton, N.J. Bordentown, N.J. Dower, Del. Mt. Holly, N.J. Vindand, N.J. Bristol, Pa. Glassboro, N.J. Norristown, Pa. West Chester, Pa. Bethlehem, Pa. Hammonton, N.J. Pottstown, Pa. Wilmington, Del. Burlington, N.J. Harrisburg, Pa. Pottsville, Pa. Woodbory, N.J.
Chester, Pa. Jenkintown, Pa. Phoenixville, Pa. Wayne, Pa.

You can at one cost reach the greatest number of possible consumers in this market each day by concentrating in the one newspaper which is read in 371,360 homes, equivalent to 20 per cent. of all the homes in Pennsylvania.

Philadelphia Bulletin readers buy each day an average of more than

		9
\$600,000 Worth of Foods	36,000 Pairs of Hosiery	3,600 Pairs of Corsets
\$29,000 Worth of Men's Clot		3,600 Pairs of Gloves
\$27,000 Worth of Women's	Apparel 18,000 Sets of Underwea	r 3,600 Pounds of Tea
\$22,000 Worth of Cottons	11,000 Pairs of Shoes	3,500 Hats and Caps
\$18,000 Worth of Sliks	11,000 Men's Collars	1,700 Barrels of Flour
\$18,000 Worth of Furniture	7,000 Men's Shirts	600 Automobile Tires
\$12,000 Worth of Paints	5.500 Pounds of Cocoa	38 New Planos
\$5,000 Worth of Millinery	5,500 Men's Neckties	30 New Automobiles

The opportunity to forge ahead, increase your sales and build up permanent and profitable business is here, in Philadelphia, among the Bulletin families. On request we will secure an analysis of trade conditions and selling possibilities for your particular business.

"371,380 people buy The Bulletin each evening and the members of their families must the total readers 1,114,080. This allows only 3 persons to each family, whereas U. S. Government Census Statistics give 4.7 persons to each family in the United States.

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what they write; having a personal faith in the merits of the articles they are advertising, and having such integrity and confidence that they will sell themselves on the article—that's the way to win out. The man who writes simply to prepare copy; who does not use it, and does not believe in it, should not expect that I, the reader, should have any faith in it."

Jarnest Elmo Calkins, of Calkins & Holden, New York, the author of some excellent books on advertising, was asked the specific question whether he thought the college could take over the work of preparing young men for work in advertising and if one of the young men who had finished one of the courses applied to him for a job, what he would expect him to know?

Mr. Calkins said:

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"The college can probably do this just as well as it prepares a man for any other field of work. The college is preparing men for railroading, medicine, manufacturing, retail storekeeping, law, architecture, and other things, or at least college graduates go into these different fields after more or less experiment or lost motion. I do not think that any college is yet prepared to give as thorough a course in advertising as a law school gives in law or a medical school gives in medicine. But even the graduate of Johns Hopkins University with a degree and with a record of careful work behind him, is mighty glad to accept the position of interne for two or there years to get some actual practice.

"Advertising may or may not be a profession. A man does not get an important position in any other business, such as chief clerk or head of department in a rail-road, floorwalker or manager of a department store, or other lines of commercial work, without many years of apprenticeship—sometimes as many as ten, or twelve, or fifteen. So if you consider advertising a business, the time of service is even longer.

"In my agency there are eight departments. If one of these young men approached me for a

job it would be pretty difficult for me to know just what he should know, for each department requires a very different kind of preparation. One department requires a thorough knowledge of advertising mediums - newspapers, magazines, billboards, street cars, statistics of population, circulation, literacy and buying power. Another department conbuying cerns itself entirely with proper selling of goods. The men doing this work must have had actual experience on the road and in selling goods behind the counter. Other departments concern themselves with the physical appearance of advertising. These men must know how to write selling copy, how to arrange the type display, how to handle the art work in designing, and must have had a wide range of technical experience in regard to printing, engraving, paper, color work, too infinite to catalogue here.

"I would say that any young man whose college education had not made him too snobbish to begin at the beginning and accept a small salary, just as men in other professions have to do, who had had experience in a country newspaper office in soliciting advertising, writing copy and setting type, who had worked in a country store as a clerk behind the counter, and who had in addition, sold goods upon the road as traveling salesman, and who knew how to express all these experiences in good, terse English, easily understood by the masses, would be a promising beginner in the work of advertising. After that it would depend on himself."

WITH BASIS OF FUNDAMENTALS AND PRACTICAL EXPERIENCES

John Lee Mahin, another author of advertising texts, said:

"If a young man approached this organization with an open mind, a willingness to learn and an unmistakable evidence of industry and power of concentration, I wouldn't care very much what he had studied.

"If my boy was ready to come out of college, I would expect him to have a thorough knowledge of history, English, economics, and I would like to have him put in his vacations doing investigatory work in connection with the Mahin Merchandising Audit or in calling on retailers and consumers and checking up the effects of local and national advertising on our established methods of distribution.

"If he knew something about psychology, physics, chemistry, accounting and the fundamentals of law, I am sure it would be good

for him.

"Another line I would like to have him experienced in would be as a reporter on a daily newspaper, where he would get training

in quickly seeing things with the eye of the masses."

Harry Tipper, of the Texas Company, of New York, and chairman of the committee on colleges and universities of the A. A. C of W., and himself a teacher of advertising, has the following requirements:

"I would say that my requirements for a job in advertising for a graduate of an advertising school would be as follows in about the

order named

"1. A knowledge of news values and human interests.

"2. A knowledge of English. "3. A knowledge of this appli-

cation to copy.

"4. A knowledge of the arrangement of copy in its primary and secondary necessities.

"5. A knowledge of printing, of engraving, color processes, comharmonies and conbinations.

"6. The functions of the media of advertising, their costs, methods of paying them and general limitations of their use.

"7. Selling and buying, markets, methods of distribution, general business economics, and a good, sound general business training.

"In other words, he would first be put at the operating end just as an engineering school graduate first acts as a road man or surveyor, and he would progressively use the other things as he grew in the department. He would not require the more advanced work for the first years of his practical operation, but he would be required to know that advanced

work and to deal with it as it came up in his growth."

TRAINING COUNTS, BUT THE MAN COUNTS MORE

S. C. Dobbs, of the Coca-Cola Company, Atlanta, has the following to say about young men who might desire to work in the advertising offices of the Coca-Cola Company:

"In the past the best business men were supposed to be the socalled self-made men who came to town barefooted, and who worked as laborer and on up. But I have never been able to understand why a man should be handicapped in a race any more than you should load a horse down with a heavy wagon when he was going out to trot against other good horses pulling a bicycle sulky.

"I do not think any college or university can make an advertising man any more than a university can turn out a good lawyer or a good doctor. They can prepare them to become good adver-

tising men. .

"The trouble in the past has been that so many of our young college graduates went out into the work with their diplomas, knowing all about football and baseball scores, but did not know how to draw correctly a promis-sory note and were unwilling to learn. They do not accept minor positions, depending upon their college training to help them along their advancement. However, the universities and colleges are beginning to realize the importance of a commercial department, and if they install the right kind of instruction will, within a decade, be able to eradicate this preju-

"A young man coming to me for a place as assistant in the advertising department, bringing with him a diploma from some good school, would undoubtedly receive more consideration than an untrained man. However, I would not expect him to immediately take my place as director of the department of publicity. But with the fundamentals which any good school of commerce or advertising should be able to teach him, if



"Some were running around aimlessly in circles, tearing with frenzied fingers at their eyes as the liquid burnt through to their brains; others were biting their own hands and arms in an effort to set up a counteracting agony; all were shricking with pain. . . ."

Not a "pretty" story is "The Silent Death"—the first comprehensive description of war with gases and liquid fire; the first eyewitness description, right out of the trenches; the first that has gotten past the censors.

But if you want to know what modern warfare really is, read Dr. William Alderson's article in this week's Leslie's. This is the second of a remarkable series—"The Suicide Club" in the December 30 issue was the first.

Part of Leslie's job as the one great illustrated weekly newspaper of America is to "cover" the war more effectively than any other periodical; we're doing it—and at the same time "covering" the rest of the important news of the world.

The result is the largest net-paid circulation (413,000) of any ten-cent weekly or of any \$5-a-year periodical.

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good tising m, if the man in question had the right sort of stuff in him he would be able to advance much more rapidly than the untrained man.

W. E. Haskell, publisher of the Chicago Herald, has the following to say regarding the young man who applies for a job in the business department of his paper:

"The quality we are looking for in advertising men is clean-cut, honest salesmanship, elements of which the individual must have within him.

"Of course you can teach students the technicalities of advertising, but salesmanship ability can only be acquired by actual prac-

tice in the field.

"If the graduate of a course in advertising should apply for a position with us, we should expect him to know the everyday technicalities of space and price, but above all, we would expect him to know human nature and to demonstrate his capacity for selling a proposition.

We recruit practically all of our advertising staff from the classified staff. This classified department is a practical school in which the young men learn to sell space in a small way, and have the opportunity of developing whatever natural ability as

salesmen they may possess.
"Journalism is a business which is changing from year to year, and all of us are learning something new every day. As wide and catholic a course of study as possible gives the student the best chance to succeed in this

business."

LIVE THE BUSINESS, SAYS EDISON

To the foregoing symposium might also be added Thomas A.

Edison's advice:

"I would say, when you get a job, pitch in and pay no attention to the clock or the man ahead of you. Take more interest in the business than the old man himself. Think shop; talk shop. Then when you think you ought to have a raise, go to the Old Man and say you want to quit. He will not let you. He will either raise your salary or take you in as a

However, advice is cheap—every

bank ad points the way to success -so we will stick to the main question:

What should a young man know who plans to go into advertising

work

Outside of the common qualities of honesty and industry and horsesense, he should have a fairly good academic education, with special emphasis on English, economics, history, and a science or two. Then he should have professional training in the theory of accounting, advertising, and marketing, and business economics. Then he should have practical or laboratory instruction in salesmanship and writing of advertising, printing, engraving, reporting.

At least a half dozen of the larger universities and colleges are already offering these courses either as parts of journalism departments or commerce depart-Statistics collected last ments. year showed that there are now more than two dozen schools offering some kind of a course in advertising and allied subjects to an enrollment in the neighborhood Surely it will of a thousand. not be very much longer before "those needing advertising men will apply to our colleges" to quote again PRINTERS' INK.

Swift's Profits 2 8/10 Cents on Each Dollar

The annual address of L. F. Swift, president of Swift & Co., Chicago, to stockholders states that the gross business for the fiscal year ended September 25, 1915, involved more than \$500,000,000,000. The profit for the year was equal to about 2 8/10 cents on each dollar of sales. The net profits are placed at \$14 087,500, equal to 18.7 per cent on the \$75,000,000 capitalization.

President Swift states that in 1915 the company paid the stockraiser more for cattle than in 1914 and at the same time sold beef to the retailer at a lower price, notwithstanding that the earnings

time sold beef to the retailer at a lower price, notwithstanding that the earnings for the year increased over four and a half million dollars. How this was accomplished is thus explained:
"We were able to do this because we obtained more money from the sale of by-products. Compared with previous years, the additional value realized from hides, fertilizer, soap and other by-products during 1915 was greater than our entire profit on the cattle.
"In 1915 profits on beef, including by-products, have not been greater than the average. For the year the profits are approximately 1/4 cent per pound."

Da

Sustan

Judge has the largest subscription circulation of any humorous periodical in the world.

Out of our total editions of 175,000 copies, over 25,000 go every week direct-by-mail to good homes, where not just one, but every member of the family reads it. Some 5,000 more copies go direct to clubs, fraternity houses, Pullman cars, etc., where each copy is read by scores of people.

Real humor, superbly illustrated, makes Judge a periodical especially appreciated by its readers.

If your product is one that's sold to the kind of people who pay \$5. a year for a "jolly reading companion," you can profitably advertise it in

Judģe

The Happy Medium

Member Audit Bureau of Circulations Member Quoin Club, The National Periodical Association



(A miniature reproduction of one of the fifty illustrations in a recent issue of Judge)

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Photoplay Remarkable

PHOTOPLAY MAGAZINE has passed the quarter million mark.

Over One Million people read it every month.

It is strictly a home publication.

It is read by every member of the family.

It has only started.

Watch it in Nineteen-Sixteen.

What is the answer? How was it accomplished?

The answer is-

That over Thirteen Million people attend motion picture theatres in the United States every day.

That the industry has reached fifth place among the indus-

tries of the country, in amount of capital invested.

That more people are actively interested in photoplays today than in politics, religion, or any other great popular interest.

Photoplay Magazine guarantees every advertiser to its readers.

Advancel

Old Rate

Full page (224 lines) .				. \$	3150.00
Half page (112 lines) .					75.00
Quarter page (56 lines)					37.50
Per agate line (less than	56 lin	nes).			.75
New Rate going into	effect	with	A	nril	issue

New Rate, going into effect with April issue, closing Feb. 12.

Average 250,000 circulation, 95% net paid, guaranteed.

New Rate

Subject to change	C W	ILL	wu	LI	IUL	ice.	
Full page (224 lines) .							\$200.00
Half page (112 lines) .							100.00
Quarter page (56 lines)							50.00
Per agate line (less than	56	lir	nes).			1.00
Minimum space	acc	ept	ed	7	ine	2S.	
The de Comment (4 and and							#POO OO

Cash in on the is coming in ete by placing to

The publishers' or N include some start tala features (strictly e), with a achievement of doubling the circul

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Photopla Ia

zine's Achievement

HOTOPLAY MAGAZINE more than doubled its circulation during Nineteen-Fifteen.

This was done without solicitors or premiumswithout artificial stimulus of any kind.

Over 90% is newsstand circulation. The wise advertiser knows what that means.

This great circulation has been achieved—

By the production of a magazine which creates such reader interest and responsiveness that nearly five thousand letters are received by the editors of the magazine every month from these enthusiastic readers.

By giving the patrons of the Photoplay just the information they want—by giving this information in just the way they want it.

The advertising rate constitutes a wonderful buy.

Note the class of advertisers who have realized the efficiency of this magazine in reaching the real buying public.

eln Rates

ncrease that g in eteen-Sixteen ing rorder now

shers' or Nineteen-Sixteen e start ulation promoting ictly e , which will repeat ent of a Fifteen, by again circul

Circulation

July, 1913									17,000	circulation
May, 1914									70,000	circulation
May, 1915									170,000	circulation
November	,	19	15	5					240,000	circulation

And with the December issue over a Quarter of a Million circulation. 95% net paid.

Member Audit Bureau of Circulations.

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olalagazine ark t, Chicago, Ill.

Bona Fide Orders

Received prior to February 12th with definite schedules protect you at the old rate during 1916.

A copy of the magazine will be sent on request.

Buy Your Paper As You Do Your Space

Bermingham & Seaman offer you the same service in buying paper, as your agency does in buying space. We place at your disposal an organization of experienced men whose incomes depend on their ability to help you get the best results in buying paper. They will not try to sell you one brand to the exclusion of another.

We furnish paper for any advertising purpose, yet you deal with only one firm. Our service is nationwide. We have offices in every advertising center. We are the largest organization of our kind in the country, disposing of the entire output of a number of the biggest mills.

Try out our service on your next booklet, catalogue, circular or house-organ. Although we supply many of the largest printers, advertisers, publishers and mail-order houses, no order is too small to receive our painstaking attention. Suggestions, dummies and samples cheerfully and promptly furnished.

BERMINGHAM & SEAMAN COMPANY

Radium Folding Enamel—Samson Offset Opacity—Crystal Enamel—Advance Bond —Elite Enamel—and other leading brands

Tribune Building, Chicago

St. Louis Minneapolis New York City Milwaukee Buffalo Detroit

Odd Turns in the Foreign-selling Scheme

Manufacturers Often Win in an "Impossible" Market by Adapting Themselves to Changed Conditions

SELLING playing-cards was the topic under discussion in a group of men who are keen trade students—anent the report that there is a market in China for showy American cards. Where there would have been, a few months ago, only amused incredulity, there was manifest an "important if true" attitude with respect to this new sales opportunity.

"Have you heard the story of the American playing-card manufacturer who has just made a killing in South America?" inquired the commercial agent from the Department of Commerce by way of introduction to his contribution

to the symposium.

"Well, this manufacturer," he continued, "went down to Washington before he set out for South America in order to get any advice he could. Everybody he saw at the capital discouraged him as much as possible. They pointed out that the Latin-Americans have their own games; that they do not know or understand our cards, and all that sort of thing. But the playing-card man was not to be balked; he went anyway, un-

convinced.

"A few weeks ago he came back, after several months in South America, and went to Washington again-with a smile that was more eloquent than words. When his advisors inquired how he had made out, he said 'Fine,' and went on to relate that he had done the biggest business of his life. He told how he had gone among the prople of all classes in the South American countries and how he had personally taught them to play the American card games. nally he let his auditors into the real secret of his success. I always told the natives down there,' the card-man said, 'that when they could not win with a pack of cards the thing to do was to throw that pack away and get

another because it was hoo-dooed."

Manufacturers may question the ethics of this particular method of stimulating sales, but at least the story points two morals. One is, of course, the folly of giving too much heed to adverse advice. The other has to do with the value of the injection into a foreign sales campaign of some odd twist, some element of human interest, some clever conceit in practical demonstration that may be at variance with all the standard formulas of advertising and selling, but that may win the day, nevertheless.

may win the day, nevertheless. China, to which the eyes of many American manufacturers are now turning with ever-increasing interest, is a market which affords exceptional opportunity for the exercise of Yankee ingenuity and The chance to have adaptability. American playing-cards push out the Chinese "sparrow cards," if our manufacturers will only go to the trouble to put out cards with Chinese numerals and with backs adorned with gaudy Chinese characters, is but one of a number of similar openings. In some instances American manufacturers have already created a demand for their goods by some queer maneu-Just fancy, for example, China acquiring the American icecream habit simply because of the activities of American manufacturers of condensed milk and similar products, who now sell mil-lions of cans a year as a result of their missionary work.

CHINA INFLUENCED BY ADVERTISING

Freak sales stunts are all very well in their way, but if experience in China is any criterion there is nothing like backing up the personal selling scheme with liberal advertising, in the native language, of course. To such an advertising campaign is due the circumstance that the Chinese are to-day heavy purchasers of "West-

57

ern" tooth powders and pastes, whereas a few years ago they had never heard of such American es-

sentials.

The outside world is prone to regard the Chinese as rutty and conservative to a degree. As a matter of fact, they are quick to adopt an idea that is accounted progressive. In proof of it, only take the example of cigarettes. When the first large delegations of Chinese young men came to the United States as students, Chinese smokers were wedded to the pipe-and not the jimmy pipe, either. Now, under the unconscious tutelage of the rising generation fresh from America, China has developed a consumption of millions of cigarettes annually. American chewing-gum is to come next-an American manufacturer has just received a report to the effect that he has every chance to make a ten-strike if he will but wrap his gum in Chineseprinted wrappers.

Chinese trade Speaking of brings to mind the fact that the recent heavy decline in the sale of American cotton goods in China, due to Japanese competition with its lower prices, only goes to emphasize what is very generally apparent, that the United States must in its foreign trade depend to an ever-increasing degree upon those specialties and novelties in the production of which Yankee inventive genius excels. It was the American harvester, the American sewing-machine, the American cash-register, the American film camera, the American typewriter and the American talking-machine made the first spectacular con-quests of foreign markets, and it must be on other similar original conceptions that we must rely for the expansion of the future. Given the thing that is distinctly different, be it a new breakfast food, a patent suspender or a mechanical toy, there is need of originality in selling methods. on the other hand, the mere fact that it is an innovation he is handling frees the sales manager from all the conventions and precedents that might obtain in the case of a staple product.

From Cape Cod to Greece may seem a far cry, but when an American manufacturer of paper boxes heard that the Massachusetts cranberry-growers were planning to market their product in package form he asked himself why there should not be a sale for similar containers for the currants which comprise one of Greece's chief sources of income. Now, considerable quantities of paper cartons are shipped from the United States to Patras every year. Even more diverting is the story which comes from the Azores of the transplanting of an American idea. There are no railroads, street-cars or telephones in Fayal, and a Yankee automobile salesman who stopped off between steamers hit on the idea of establishing a "jitney" line. He sold 14 low-priced American cars for the new service before he went merrily on his way.

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NIMBLE IRISH MIND ADOPTS OUR THUNDER

Once in a while, however, Americans in the foreign trade have to step lively to keep up with the ball they set rolling. In Ireland—where everything American is looked upon with especial favora large portion of the consuming public will have no flour except that which comes in sacks ornamented with a vivid representation of the Stars and Stripes. course, all such flour was, at the outset, imported from the United States, but within the past few years certain Irish millers have learned that under our trade-mark laws nobody can get any protection for a mark or label consisting of the American flag, and they have accordingly commenced put-ting out "Made in Ireland" flour bearing the familiar American emblem. Now the American firms are rather put to it to hold the trade that they fostered on the basis of national prestige.

Nimble wit in turning local conditions to account has won many sales for American firms in difficult markets. This is the whole secret of the recent heavy sales in various tropical countries of steel filing equipment, desks, sectional bookcases, etc., of Ameri-

can make. This metal furniture, and likewise safe cabinets, have proved a godsend in a number of countries where the humidity plays havoc with wood furniture. One American manufacturer of typewriters, taking a leaf from the same book, is gaining a lead on his competitors by putting out a "rust-proof" machine. Whether the elimination of nickel-plating, etc., will benefit the operation of the machine is an open question, but certain it is that the rustproof finish will make a world of difference in the appearance of a typewriter after it has been in service for six months or longer.

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Rendering the foreign consumers familiar with all the possibilities of an American mechanical contrivance has proved in many instances a short-cut to the wellfilled order-book. It has been due to clever demonstration work, more than to anything else, that the L. E. Waterman Company is now able to dispose abroad of more than one-third of its entire output of fountain-pens. A salesman who has been swinging around the circle abroad for the manufacturer of a well-known check-protector has aroused all the wonderment of a Houdini before small audiences. shown his ability successfully to "raise" a check protected by any one of the rival machines on the market, and in the light of his revelations there has been nothing for the average prospect to do but to purchase his machine, even though it is about the most expensive of the line.

HOW TALKING-MACHINE COMPA-NIES STUDIED FOREIGN CONDITIONS

In the gentle art of getting next to the consuming public in the uttermost parts of the earth there has perhaps never been anything equal to the work of the emissaries of the foreign record departments of the Victor Talking Machine Company and the Columbia Graphophone Company. Here the proposition has been complex because it has not been merely a case of selling models or goods prepared primarily for the American trade, but of catering to local taste with offerings adapted to

each respective country. Accordingly, it was necessary for the trade-getters first to make a study of local conditions regarding the standing and popularity of native musicians and entertainers; then to enlist the services of these artists in making sound records, and, finally, to come back and sell the completed product to more or less skeptical auditors. In China it has been necessary to make records in a number of different dialects, and on a recent tour the recording experts assembled for recording work and transported from place to place an orchestra of sixteen Chinese musicians. Incidentally, the foreign trade in talking-machine American-made records may be cited as one of the instances that illustrate how entry into the export trade sometimes enables an American manufacturer to play both ends against the middle. It has turned out in the talking-machine field that a number of records that were made, originally, solely with a view to trade overseas have unexpectedly proved big sellers here in the United States.

ANOTHER INSTANCE OF ADAPTATION THAT WINS

Conformity to local preferences in the finish of goods and in packing is so old a story that there is no excuse for harping on it here. All the same, the subject does take a novel twist now and then. Some time ago an American manufacturer of safety razors, whose business in France was not making the headway that he thought it should, received a quiet tip to the effect that things might be better with him if he would concentrate his selling efforts on silver-plated razors instead of nickel-plated ones. He followed the advice and it worked like a charm. The explanation given was that Frenchmen have long been accustomed to silver-plated razors in the old familiar style, and that with the French appreciation for appearances they were loath to accept any new-fangled razor that, whatever its mechanical advantages, did not appear as attractive as the old type.

One of the object-lessons inci-

dent to the present war conditions portrays how the American manufacturer may, under certain circumstances, hook up different classes of his products to the manifest advantage of each. Russia is the scene of this particular masterpiece in salesmanship. Russia, it seems, has been sorely in need of binder twine—so much so, in-deed, that the Russian Government, to avert a threatened famine, placed an order with one American concern for more than \$1,000,000 worth of twine. Now, as it happens, some, but not all, of the American producers of binder twine are also manufacturers of binders and other agricultural machinery. It has been found that in the present crisis in Russia the firms that put out both twine and machines have a tremendous advantage with respect to the sale of their machinery. So marked, indeed, has been this advantage that certain American manufacturers of binders who do not make twine have found it expedient to buy it from the producers in order to sell both articles in conjunction to the Russian dealers.

Russia, it may be added, seems to be a coming field for the American export trade of the future, and a number of far-sighted Yan-kee manufacturers already have demonstrators and trade missionaries in the field in an effort to capture trade by any legitimate means. As an initial victory it is announced that the Russian sawmill industry seems likely to be revolutionized by the recent introduction and energetic demonstration of American swaged saws. It is just coming out, too, that quantities of goods of various classes heretofore marketed in Russia under the "Made in Germany" slogan are in reality of American manufacture, so that in certain lines it is merely going to be a case of Americans claiming their own. Even Yankee-made their own. Even Yankee-made typewriters have been going into Russia branded as of German origin.

American manufacturers are in many instances learning, as a result of the war, that the international parcel post is a medium not to be despised in winning and holding export trade. Some of our foreign rivals, unfortunately for us, have been just as quick in learning this lesson. Indeed, it is whispered that the international parcel post has in this crisis about proved the salvation of the cheap-watch industry of Switzer-

A feature of domestic selling in the United States that is being introduced abroad with advantage by a number of American firms is the instalment plan. In Trinidad up to a few years ago instalment selling of sewing-michines was unknown. An American company introduced the weekly-payment plan, and during the first year sold over 1,200 machines. all cabinet styles, at prices ranging from \$21 to \$67, whereas previously the only sewing-machines on the market had been the cheap hand-power models retailing at prices of \$5 to \$9, and, moreover, a total of no more than 900 of these cheap machines had ever been sold in any one year.

Manufacturer's Advertising for Home Trade

Robert Montgomery, manager of the commercial department of the Louisville Gas & Electric Company, recently shot a few holes in the "Patronize home industry" idea in an address before the manufacturers who have recently established a Made-in-Louisville exhibition of a permanent character. He called atten-tion to the fact that asking home people to buy locally manufactured products purely on that ground is not likely to get results, but that quality and other factors must make the proposition at-tractive in comparison with the goods

tractive in comparison with the goods of outside concerns.

"The only way to get people to buy your products, and induce dealers to handle them," Mr. Montgomery said, "is to advertise, make them known and create a demand. The manufacturer should give as much attention, in the way of advertising and sales work, to his home market as he does to cities far away. If he did that he would have so many talking points for his product that he would not need to appeal to local patriotism for support."

Gray Crane With "Better Farming"

Gray Crane has resigned as Western manager of Holland's Magasine and Farm and Ranch, of Dallas, Texas, to become general manager of Better Farming, of Chicago. For the present he will be located in the East, with headquarters in New York.



"A Bigger, Better Business for 1916"

Of course you're looking forward to bigger things for 1916—a better business.

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That's going to head your list of New Year resolutions—isn't it?

While you are at it, make number two on that list read,—
"I'm going to work New England thoroughly. Take Massachusetts, for instance. It's densely populated and mostly urban, the people are easily reached, and they are worth a special effort because their buying power is high.

"I'm going into Metropolitan Boston—the Gateway to New England. From there I'll spread my sales-net. I'm going to get my share of the \$1,535,000,000 on deposit in New England banks (over \$899,000,000 of it being in Massachusetts banks)."

And make resolution number three read:—"I'm going to base my plans on cold-blooded facts. I'm going to cast prejudice and sentiment to one side. I'm going to know all the whys and wherefores. I'm going to pin my faith to the BOSTON AMERICAN—New England's Greatest Home Newspaper."

Write that down as an honestto - goodness resolution — and stick to it!

Why? This space is too small to tell you why, but a simple request will bring you valuable information concerning the newspaper situation here in Boston, New England as a market, and detailed information covering the 39 cities and towns of Metropolitan Boston—the Gateway to New England.

If you are interested in the dealer-attitude toward certain phases of advertising and merchandising campaigns, and want such information for your files,

we shall be glad to supply it.

We believe in co-operation.

Furthermore, we believe it will pay you to find out just what this co-operation means to you.

BOSTON MAMERICAN

80-82 Summer Street, Boston, Mass.

NEW YORK OFFICE

1789 Broadway

CHICAGO OFFICE 504 Hearst Building

Member Audit Bureau of Circulations

The Rule of Reason Sustained by the Rule of Thumb, as Shown by the Persistent and Consistent Gains of

The New York Tribune

"The Tribune has led the way for newspapers to be absolutely clean." THE FOURTH ESTATE. January 1st, 1916.

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AGAIN—Truth has prevailed. The public has declared in favor of clean publishing. Advertisers have shown they prefer to keep in good company. You must recognize the authority of The Tribune in the metropolitan newspaper field. Consider the record, consult the figures. The honest advertiser who believes in his own goods must also believe in The Tribune.

Increase in Circulation for the Year Daily 36% Sunday 66%

By proclaiming a single standard of truth in news, editorials, and advertisements, The Tribune appeals to a growing clientèle of responsive and responsible readers—the class which every high-grade advertiser wishes to reach.

Both daily and Sunday made a distinct gain during every month of the year. The hundred-thousand mark was reached in November for the daily, an increase of more than 36%. The Sunday delivers a balance on the gain side of 66% for the year. The average combined Daily and Sunday shows an approximate 40% increase.

Consider—The Tribune is non-returnable. It employs no dubious inflation methods—its figures are not juggled by ways dark and devious. All statements are subject to the approval of the Audit Bureau of Circulations. You get exactly what you buy in The Tribune—save that more rather than less is the promise which past performance justifies.

By keeping clean, maintaining a straightforward policy, adding always new features, and mustering the aid of master-minds in all lines—The Tribune has come into its own. Weigh it, compare it, judge it for WHAT IT IS AND WHAT IT IS CERTAIN TO BE.

The New York Tribune

First to Last the Truth-News-Editorials-Advertisements

Making Advertising News Count to the Utmost with Trade Agents

By Alfred H. Bartsch

Advertising Manager of Bosch Magneto Company, New York

THE biggest advertising problem of the manufacturer in the technical field is, no doubt, to make his message to the public at once vital and attractive. But hardly second to this is the task of helping to keep the sales organization on its toes; the advertising department cannot escape a debit or credit on that score. And then, again, if the product is of the nature of an attachment to or replacement in another machine, there is the mingled diffi-culty and opportunity of a cooperative campaign glorifying the attachment without criticising the machine.

Until about two or three years

ago none of these questions presented any difficulties for the Bosch Magneto Com-The product itself dates from 1886. Its big history, so to speak, began in 1903, when Jénatzy won the classic James Gordon Bennett automobile race in Ireland. His Mercedes car "Bosch-equipt," and that really made the Bosch magneto internationally known so far as anything outside of its own utility could do.

From that time down to recent years it was advertised almost exclusively by devotees to good a purpose that for a long time the American company, which began in 1906 with a one-room office to handle the imported mechanism, had only production problems to solve, for without any organized

promotion it was continually outgrowing its factory facilities. It now has two permanent factories, one in Massachusetts and one in New Jersey. Its two-millionth magneto came into being last summer, and the rate of production has now reached more than 200,-000 a year.

LINE AND FIELD ENLARGING

For a long time automobiles have ceased to be the only market. Motorcycles, motorboats, aeroplanes and gas engines of all types, stationary, locomotive and portable, furnish a fast-enlarging field. The line has expanded: sparkplugs were added many years ago,



CLASS-PAPER ADS FEATURING BOSCH WINS HAVE ALMOST PUT ITS BRAND ON THE WORDS "AGAIN" AND "OF COURSE"

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Ford outfits about two and onehalf years ago and about one and a half years ago lighting and starting equipments were also being

produced.

It is only natural that the company should have grown with the automobile industry. The magneto had, in fact, been no small factor in influencing the industry's growth, because it had provided a superior form of ignition to the previously ailing gas engine, and so helped to put the gasoline car ahead of the electric and steam vehicles, which at that time ap-

large factory and an output which must be taken care of whether the automobile industry flourished or languished. Two hundred thousand magnetos and an ever-increasing production of other Bosch products must be sold every year. The word-of-mouth advertising of its devotees could no longer be depended upon to provide an uninterrupted demand. To keep it at the same high level, to increase it, and to insure the future by wise publicity in the present were the imperatives that called advertising to the front.

By this time, in 1913, the American Bosch company was one of an organization which covered the globe. The Bosch Magneto Company of New York is a separate company, headed by Otto Heins manu-

by Otto Heins, manufacturing under the patents and having the selling rights in United States, Can-

ada, etc.

The company employs no traveling salesmen and does business entirely through, first, five branches, located in New York, Chicago, Detroit, San Francisco and Toronto, and, second, 50 distributors and 250 supply stations scattered over the country, both the latter classes of representatives being under contract. This organization is known as the Bosch Service.

The general sales operation is similarly simple. Each branch has a sales territory of its own in which it supplies dealers. In addition, it supervises a certain number of distributors. Each distributor has a territory and supervises some supply stations. The supply station, in turn, sells the dealer and consumers in its territory.

Lastly, the company, through its branches, deals directly with the (Continued on page 69)

EXTRA The Bosch News EXTRA SPECIAL EDITION

RESTA WINS; SETS WORLD RECORD; USES FAMOUS BOSCH MAGNETO

METARYPEL BATS WORLD'S RECORD PEUES OF GAR DRIVER SOR BEFARLAN HE STOR MOTOR BOAT MILES IN SOT MINUTES IN MINUTES IN MILES IN SOT MINUTES IN MINUTES IN MINUTES IN MILES IN SOT MINUTES IN MINUTE

EXTRA SPECIAL EDITION OF HOUSE-ORGAN ISSUED TO TRADE WHEN IT CAN BEAT OUT TRADE PAPERS BY A FEW DAYS

peared as strong competitive possibilities. Following Jénatzy's demonstration in the Bennett race, and succeeding demonstrations, the high-grade gasoline cars practically all installed the company's magnetos, and they are now installed in the majority of gasoline cars made throughout the world.

With this success new problems arose. The company now had a

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The greatest number of the right kind of readers

OVER 2,000,000 is the greatest number of readers.

Also we are in a particularly fortunate position to show you most definitely and conclusively that ours are the right kind of readers.

In short we have the greatest number of the right kind of readers—and can prove it.

AMERICAN SUNDAY MAGAZINE

CHARLES S. HART, Advertising Manager

220 FIFTH AVENUE New York City

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Over 2,000,000 Circulation

911 HEARST BUILDING Chicago

Will They Serv

Lent begins Ash Wednesday, March 8, 1916, continuing for forty days; ending April 22, 1916.

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There are fifty-two other fast days scattered throughout the year in addition to above.

The story of this fast day consumption by the 70,000 women buyers in families on TRUTH'S subscription list, and the 8,104 women buyers on TRUTH'S institution list should appeal to the advertising agents and managers who divide your appropriations.

\$10,028,717.60

was expended by the buyers on TRUTH'S subscription list for dinner on the ninety-two fast days throughout the year.

\$8,205,314.40

was expended by the women buyers on TRUTH'S subscription list for luncheon on the ninety-two fast days throughout the year.

\$4,558,508.00

was expended by the women buyers on TRUTH'S subscription list for breakfast on the ninety-two fast days throughout the year.

This purchasing power should appeal to the merchants supplying the following breakfast products:—

Breakfast

Post Toasties, Quaker Oats, Shredded Wheat, H. O. Oatmeal, Kellogg's Toasted Corn Flakes, Aunt Jemima's Pancake Flour, Gold Medal Flour, Hecker's Flour, Empress Coffee, Golden Dome Coffee, Hotel Astor Coffee, Yuban Coffee, Tetley's Tea, Ridgway's Tea, Monogram Tea, White Rose Tea, Phillip's Cocoa, Houten's Cocoa, Jack Rose Cocoa, Baker's Cocoa, Sun Kist Oranges, Grape Fruit, Log Cabin Maple Syrup, Moro Molasses, Karo Corn Syrup, Eggs, Butter, Lard, Domino Sugar, Royal Baking Powder, Davis Baking Powder.

dvertised Foods?

This purchasing power should appeal to the merchants supplying the following luncheon products:—

Luncheon

Fould's Spaghetti, Royal Lentils, Golden Egg Macaroni, Mosca's Macaroni, Mueller's Macaroni, Little Boy Blue Noodles, Maull Bros. Macaroni, Freihofer's Noodles, Leiderkrantz Cheese, MacLaren's Cheese, Shefford's Snappy Cheese, Sun-Shine Biscuits, Frisbie Cookies, Huntley & Palmer's Biscuits, Ivin's Biscuits, Hunt's Canned Fruits, Montclair Canned Fruits, Nesnah Desserts, Pousse Cafe Jelly, Knox's Gelatine, Nut-Let Peanut Butter, Mazola Salad Oil, Lea & Perrin's Sauce, Heinz's Pickles, Leonard's Horseradish.

This purchasing power should appeal to the merchants supplying the following dinner products:—

Dinner

Normanna Sardines, Skipper Sardines, Tuna Fish, Seatag Oysters, Gorton Codfish, Argo Salmon, Booth's Sardines, Beardsley's Codfish, Marshall's Kippered Herring, Deer Island Canned Clams, Pioneer Minced Sea Clams, McMenamin's Deviled Crabs, Shell Fish, Salt and Fresh Fish, Smoked and Dried Fish, Burnham & Morrill's Fish Flakes.

TRUTH goes to press for the March edition February 15th. TRUTH goes to press for the April edition March 15th.

TRUTH goes to press for the May edition April 15th.

This affords an opportunity during these three months to reach the Lenten consumers.

TRUTH'S circulation and business integrity is guaranteed by the Audit Bureau of Circulations report, completed November, 1915, which announces that TRUTH MAGAZINE had an average monthly circulation during the year 1915 of 70,000 paid subscribers at \$2.00 each. Official report of this audit will be mailed to any person on request.

TRUTH has existed eighteen years on its subscription receipts alone. This is the first year TRUTH is seeking national advertising patronage.

JOHN J. O'KEEFFE, PRES.

TRUTH MAGAZINE, Inc.

The National Catholic Monthly

Established January I., 1898. 412 Eighth Ave., New York, N. Y.

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Business is Booming

Rhode Island

Southern New England

Representative Rhode Islanders believe that prosperity is here and has come to stay.

G. KENNETH EARLE, Secretary of the Providence Cotton Buyers' Association, says:

"It is safe to say that the local cotton interests are look-ing forward with great hopes for ing forward with great nopes for a year of exceptional prosperity in their line, and I believe that when the year of 1916 is ushered out, we will have the opportunity of giving thanks for one of the most prosperous years in the history of the cotton trade of New England."

JOSEPH A. HOLLAND, Secretary, State Branch, National Metal Trades Association, says:

"Business to-day is abnormally "Business to-day is abnormally good, and the manufacturers are employing from 25 to 40 per cent, more labor than usual. While the bulk of business at present is based on the supply of war munitions, orders for standard products are rapidly taking their places." COL. JOSEPH E. FLETCHER,

COL. JOSEPH E. FLETCHER, one-time President of the American Association of Woolen and Worsted Manufacturers, says:
"Regarding the woolen industry in a general way. I would say that the outlook at the present time seems to be most promising for the coming year. Many mills for the coming year. Many mills are now running to full capacity, while others are operating on an overtime schedule."

HORACE M. PECK, Secretary and Treasurer of the Manufactur-ing Jewelers' Board of Trade,

says:

'The outlook for 1916 in the manufacturing jewelry industry is generally favorable. Reports from various sections of the country indicate that the retail jewelers and others handling jewelry enjoyed an excellent holiday trade, leaving tham with low stocky. leaving them with low stocks, which will have to be replenished in the near future."

Advertisers will reap a rich harvest if they use

The Providence Journal

Daily and Sunday

The Evening Bulletin

MEMBERS AUDIT BUREAU OF CIRCULATIONS

Sworn NET PAID Circulation

Flat Rates

CHAS. H. EDDY CO. Representatives

1011 Fifth Ave. Bldg., New York

723 Old South Bldg.,

1036 Peoples Gas Bldg., Chicago

manufacturers of automobiles, motorcycles, motorboats, aeroplanes and gas engines. They are solicited to include the magneto in their finished product and many of them do so.

Installations of magneto, Ford equipment and lighting and starting systems are made by distributors, while supply stations and dealers sell the product without necessarily being able to instal it, although they may have, and many do have, instal-

lation facilities. TRAINED FOR THE SERVICE

The branches. distributors and supply stations thus constituting its sales organization, the house has developed three functions in respect to them; namely, to supply, inform and energize them. The first function is self-explanatory. The second. information or instruction, is administered apart from ad-Bevertising. fore a distributor is permitted to post the red and vellow metal sign he must have sent a first-class mechanic to one of company's branches or

main office for a course of three or four weeks' training in the installation of Bosch magnetos and outfits, the replacing of damaged parts and general overhauling of magnetos. Each branch also has its own staff of technical men and trained mechanics, a complete organization in itself.

After the branches and distributors have been equipped to render service they are kept informed of every fact of pertinence to the business by a series of "Confidential Bulletins." Most of the information is technical, some of it is statistical and some of it, again, strictly inside sales information. This important department is in the hands of the vice-president of the company.

The double work of furnishing sales and sales power naturally falls, as described, to the advertis-

ing department.

Consumers are reached through several nels. First, the trade and class magazines that go to owners of automobiles. motorboats. motorcycles, aeroplanes and gas engines. Second, a num-ber of the national weeklies.

Next, the newspapers of every city where an automobile or motorcycle race of any importance is run, and New York and Chicago at the time of their annual automobile shows. The usual provision of electros and copy service is also made for distributors and supply stations to use in their local advertising

Fourth, windisplays dow

with posters, etc., and store distribution of literature by branches, distributors, supply stations and dealers. Fifth, direct-by-mail advertising to lists of prospects, on occasion, through the Bosch representatives. And, lastly, poster stamps to announce definite incidents, such as race victories, etc.

Of the two methods adopted for approaching the public that of prestige was the earlier, and it still ranks as the more important.



NEWSPAPER AD FURNISHED DISTRIBUTORS TO USE A DAY OR TWO BEFORE FORD OWNERS GOT THEIR REBATES

Every time an important automobile race is run, the car that wins is almost always found to have been equipped with the company's magneto. Often the second, third and other contesting cars are similarly equipped. Not a race of any consequence has been lost in three years. Such wins give the newsiest kind of copy and advantage is always taken of them.

PRIZES TO RACERS

The use of the company's mag-

to use it now unless they believed in it. They would not risk losing many thousand dollars for the sake of a few hundred.

Free service is always given at these races by a repair garage and three or four engineers. Everything is done to insure perfect service of the Bosch equipment. The service is not always confined to that equipment, either, nor to the racers. This has been a generator of good will.

For the past three or four years a half-page ad has been run in the Indianapolis News on the day of the 500-Mile Sweepstakes Race there. The ad was set up in advance with space left for inserting the names of the first three cars to finish. A list of the cars with Bosch equipment was also given the paper. Then, just as soon as the third car had finished, the type for the ad was dropped into the form, and the ad appeared in the green sheet of the first extra.

> There are generally from 50,000 to 100,-000 motorists in Indianapolis on these occasions, most of them viewing the race from positions where they cannot see the scoreboard, or they are not able to keep track of the race. Consequently, a great number of extras are sold and the ad gets big preferred publicity.

This year the company was able to announce that the first three cars, yes, and every other car that finished, used the magneto, and 18 out of the 24 to start used the company's sparkplugs.

POSTER STAMPS ON RACES

After every important race special poster stamps are gotten out announcing the "win" and are sup-



ADVERTISING THE MANUFACTURER WHOSE MOTORCYCLE IS BOSCH-EQUIPT

netos was stimulated in the early years of the company by the offer of substantial prizes to the first three who finished in each important race and used the magneto. The prizes are still continued, although the need has passed. secured attention for the magneto in the early days and still wins good will among the drivers, but it is manifest they could not afford

"Constant excellence of product the highest type of competition"

Whenever you think of fine printing, think first of

Warren's Coated Printing Papers

Cameo-Dull Coated-Silkote-Dullo Enamel
Lustro-Fine Glossy-Cumberland-Glossy
Printone-Imitation Coated

It was in the Warren Mills that the printing art of America received its first practical impetus—through the production of the first coated paper ever made in this country. That was years ago. Today the Warren Mills are still leading. Through the invention and production of Warren's Cameo, a paper opening wonderful possibilities for beauty in half-tone work, the printing art of America has received a new impetus of the highest importance. This with us is a matter of no small pride. It is the sort of pride you will find reflected in the quality of all Warren's papers. A line on your letterhead will bring you our portfolio of specimens. You need it in your office.



S. D. Warren & Co. 163 Devonshire Street Boston, Mass.

Manufacturers of STANDARDS in Coated and Uncoated Book Papers

If you find any difficulty in getting Warren Papers from your Printer or Paper Dealer, we shall appreciate your kindness if you will report the case to us in detail.

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The New York Globe

Now leads all New York newspapers, morning, evening or Sunday in volume of advertising from the 16 leading retail stores.

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During the year 1915 THE GLOBE, with a gain of 1,465,295 lines, led all New York newspapers

180,000 Circulation

Member A. B. C.

Chicago Tribune Bldg. O'MARA & ORMSBEE, Inc. Special Representatives New York Brunswick Bldg. plied to all Bosch distributors and supply stations. About 250,000 of these stamps are circulated every two months or so with regular correspondence, and, since they go out on responses to inquiries, etc., they are practically 100 per cent advertisement without waste circulation. This is the company's idea of how poster stamps can be used to advantage: not for children to collect, but to tell a story.

The announcements of victories are repeated through the magazine, class-paper and trade-paper advertising. The same plan is also used in the motorcycle and other fields; the thing most important to be told them about the magnetos is that they stand up and win under the most racking treat-

ment.

The announcements do not always depend immediately on races. Last winter a letter of appreciation was received from 32 racing drivers and team managers then making ready for the big California races, among them Barney Oldfield, Bob Burman, Ralph De The late Palma and Dario Resta. Lincoln Beachey signed his name upside down, as his custom was, to symbolize his ability to fly in that position. That unusually interesting letter with its signatures was enlarged and made the center of a large window poster on which were also carried lists of some of the 1914 and 1915 Bosch victories.

MEPHISTO AS TRADE CHARACTER

One of the very biggest factors in getting, or perhaps rather in keeping up the company's prestige is its Mephisto. Mephistos have of late been getting rather common in advertising, and there are now several others presiding over electrical products. But nobody has a better right than the company to the character, and, at all events, it has adapted him particularly to the automobile field by giving him an automobile cap, goggles and dust-coat.

This trade character has become to all intents and purposes the Bosch trade-mark and binds together the whole campaign. The consumer sees it in all or most of the ads—there are some more dignified magazine and class-paper

ads into which he is not introduced—on the window posters, on the distributors' and supply stations' business cards and letterheads and on the poster stamps. When in color, he comes in red and black—the devil's livery. Sometimes only the head is used as part of a design. At other times the whole Mephisto is used to hold up the magneto or spark-plug, or to call attention to the lighting and starting system.

The use of this character ties all the company products together, it adds—a paradox may be pardoned—a genuine human interest to the copy campaign. It suggests a slight sense of humor which will make easy reading. In fact, most of the company's prestige copy does consist almost wholly of mere announcements of wins, together with the usual brief statistics and something else is necessary to humanize them.

"AGAIN" AND "OF COURSE"

The copy has been lightened in another way, too, that has been widely noticed and appreciated. Nowadays whenever a race is "won," that is, whenever the winning car is "Bosch-equipt," it is contrived to use the word "again" in a prominent place. On recent poster stamps it has often been the only word aside from the name of the race. It does not need to be explained: the industry and trade know.

Another phrase used is "of course." Such and such a car wins a given race; "a Bosch Magneto was used for ignition, of course." Or a picture of "Disturber IV," the fastest motorboat in the world, carries a caption ending: "Her engines are fitted with Bosch Magnetos and Bosch Plugs, of course."

This habit has won many friendly laughs and made the advertising manager known to the trade as the "Of Course Man." The habit, while frequently commended, is not overdone, but is kept up just often enough to let it mean something. The words lend themselves admirably to repetition, so it does get across quite well.

When it is found advisable to get away from prestige to the edu-

cational type of advertising, it has been the company's experience that it is wiser to put all of the technical explanation into a folder or booklet and feed it out to inquirers as desired. In the ads themselves, in addition to reporting victories, we hammer away on the idea, first, that the magneto is reliable under all conditions, second, on the fact that, although it may cost the maker of the car a trifle more to instal it than to put in some ordinary kind of ignition, he nevertheless will do so if urgently requested, and, third, on the fact that, although not realized by everybody, the ignition question is almost a fundamental question with the automobilist, motorcyclist, etc.

EDUCATIONAL CAMPAIGNS

It is not always possible to give every ad a newsy turn, especially those in the national mediums, which have to be made up some little time ahead of publication. Here prestige advertising of the usual type would be a little bald. The company likes to "say something." The 1913 magazine campaign was principally, but not altogether, on spark-plugs, and that of this year more or less on the lighting and starting equipment. Last year several months were given over to Ford outfits, of which there are two different kinds to replace the multi-unit coil ignition of the car.

As the Ford is not a racing car, it was fair to suppose that the Ford owner was less familiar with the Bosch records than the owners of many high-priced cars who follow such races. It was therefore necessary to reach him from another angle. It was equally necessary to reach him with as few technicalities as possible, because he was not likely to have made the same searching study of the mechanism that the man who had a larger investment in his car no doubt had made. It could be explained readily enough by technical drawings, but it was not certain that these would "bite." Some analogy out of every-day life that would make it plain was

During a quiet evening spent in

trying to solve the problem the sight of three fire-horses dashing down the street with a clanging engine behind them settled the question. In an instant the idea came. There were three horses pulling together, not galloping in exact unison, but each pulling his full share, just the same. The Ford, of course, has four cylinders, so four horses were put in the advertisement, and in order to make the moral more plain they were pictured as balky, backing or pulling against one another, while the wagon was being stalled and racked. Uneven pulling suggested uneven firing in the cylinders. The caption put over the ad read: "Ford owners: Have you this kind of power?"

A lot of them came right back in the next two or three days' mail and said: "Sure we have. Send on your booklet." The ad was singled out for comment by PRINTERS' INK last summer. It was one of the most successful ads we ever ran, although the Ford people were inclined to think we were drawing it just a little strong, and, in consideration of their request, the heading was slightly modified in later adver-

tising. The distribution of the Ford rebate on August 1 last supplied just the kind of occasion that is sought for a newsy ad. The rebate was \$50; the price of the Bosch-Ford attachment is \$48. An ad for the newspapers was prepared advising "Mr. Ford Owner to use \$48 of that \$50 Ford rebate to make your Ford a better car. Buy a Bosch-Ford attachment," the ad read, "and secure the same efficient and troubleless ignition as used by the biggest, the fastest and the best cars.

IN FOUR DIFFERENT FORMS

This was prepared for a newspaper ad, an envelope-stuffer, a postal card and a window card, and the different kinds were placed in the distributors' and supply stations' hands for use a day or two before August 1. A matrix or cut of the newspaper ad was offered free to those who agreed to show proof of use. The company itself, practicing what it

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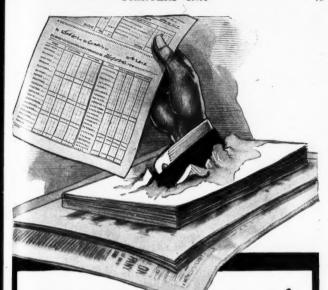
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Investigated! A.B.C. Service

The knowledge of mediums, their worth and adaptability, insured the advertiser who subscribes for "A. B. C. Service" puts the placing of advertising on a plane above "hearsay" and "guess work." It gives him backbone and the confidence which only comes with justified judgment.

"A. B. C. Service" places the facts at your elbow; you are not dependent on the word of others. And these facts are placed before you on uniform, standardized forms, made from the first-hand information of trained and trusted auditors.

Why grope along and guess when you can look the facts in the face and know? It costs a deal more to do without "A. B. C. Service" than it does to secure it.



The Audit Bureau of Circulations is a co-operative organization—not for profit—its membership includes over one thousand Advertisers, Advertising Agents and Publishers, in the United States and Canada, who believe in standardized circulation information. Complete information regarding the service and membership may be obtained by addressing—Russell R. Whitman, Managing Director.

AUDIT BUREAU OF CIRCULATIONS
15 East Washington Street, Chicago

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The Seattle Times For 1915-

Used no premiums.

Joined and was audited by the A.B.C.

Raised its subscription rates on its country circulation.

Maintained its advertising rates and its effective credit department.

Delivered more net cash paid circulation to its advertisers than was guaranteed in its contracts.

Carried more paid advertising than the other two newspapers of Seattle combined.

Commenced construction on its new home—a Class A, fireproof, six-story building on Times Square.

Times Printing Company of Seattle

Home Office—

The Times Building Seattle, Washington,

Cor. Second Ave & Union St.

Eastern Representative

The S. C. Beckwith Special Agency Tribune Building, New York. Tribune Building, Chicago. Third Nat'l Bank Bldg., St. Louis preached, ran a good deal of the copy, too, and linked up with the trade's own activities.

This was a very successful ad, being helped a great deal by the campaign which we had been waging on Ford owners.

These are hardly ideal examples of co-operation with the manufacturer, but it is hard to see how they could have been very much different and yet effective.

The recent campaign on Bosch equipment for motorcycles which has been running in the motorcycle magazines is a much better example of co-operation, but here all the circumstances were different, and really paved the way for different and distinctive treatment.

In a careful review of the trade papers, especially those which cater to the motorcycle, it was found that the general run of pages were heavily inked, either by the use of heavy-faced type, large cuts, or considerable type matter. The proportion of black to white was very large and the run of advertisements were much alike.

We figured that a contrast would make a more attractive advertisement; that a lightly printed page with neat type face and refined illustration would stand out like a drop of snow on a piece of black velvet. So much for the design and factor of appeal.

CO-OPERATION WITH MOTORCYCLE

The next point to be observed was the fact that the motorcycle field was rather small, that close co-operation would be highly appreciated by the manufacturers. Most of them desire to see their machines used in illustrations and frequently make a very strong point of the matter in connection with the editorial pages of magazines.

It was figured that the company could not only co-operate with the manufacturers, but would please and help them materially if their machines were used in the illustrations in the ads. It was also counted on that the riders of each machine, being interested in pictures of the motorcycles they rode, would be more apt to read the copy if it contained such pictures.

Motorcycling, it is hardly necessary to mention, has been generally considered a rather untidy and grimy pleasure. This is unjust to the sport, because in these days dirt and untidiness in connection with it are absolutely needless. It was believed that it would be doing the manufacturers of motorcycles a good turn if this false impression were corrected. urally, the idea embraced the illus-Why not use one tration, too. that would help to lift the motorcycle from the undeservedly low plane to which it had been relegated by the public?

REFINING INFLUENCE OF WOMAN

Whites and blacks affording the greatest contrast in illustration, that type was determined upon. Since the presence of the gentler sex suggests surroundings in harmony, one of its members was included in each illustration and so helped to have the machine and rider suggest an appropriate cleanliness and neatness.

The company has been the first in the line to adopt an all-around co-operative scheme of this character. That it is meeting with approval has been shown by numerous letters from manufacturers expressing thanks and appreciation for the co-operation, from trade papers which felt assured advertisements the teaching a lesson of better advertising, and from riders in general. These evidences all indicate that the series has got across better than any other of the house's copy heretofore run.

It did not just happen that a choice of a red Mephisto was made for a trade character. If you go through the company's posters, the house-organ covers, cards, folders and booklets you find, perhaps, a rather unusual use of color in a proposition of this sort; unusual, that is to say, in the successful combination of attractiveness with economy. It has been the aim to obtain bold, simple effects in flat tones as a style which is agreeable to every taste, which has had a demonstrated vogue abroad and which is novel enough on this side to stand out against the current commercial art. The

red and yellow, varied with buff, and supplemented by black, have lent themselves admirably to this treatment. It has been used a good many years now and many are now following in the company's footsteps.

DISTRIBUTION OF BOOKLETS

Adhering to the theory that the main purpose of periodical advertising is to interest, the body of our information has been cast into folders and booklets, one for each of the four or five Bosch lines. There is also a list of distributors and supply stations, etc. The booklets and folders are sent to inquirers. Thousands also are distributed every week through representatives, both from the counter and as envelope-stuffers. They are also used by all departments of the main office in their correspondence.

The inquiries are turned over to representatives in the territory for follow-up. To keep a record of those a handy system has been devised. A long card is divided by perforations into three smaller cards, one of which is a post-card to provide the representative with the name and address of an inquirer; the second of which goes out attached as a return card on which report is made of the result of the follow-up, and the third of which goes into a tickler file. If the representative is not heard from in, say, ten days, he receives a reminder, and is kept after until he delivers a final report. is the usual thing.

LAYING OUT A CAMPAIGN

In special campaigns a still more elaborate follow-up is arranged. That was the case, for instance, in the promotion of the Bosch-Ford outfit last year. It happened that the writer was laid up in the hospital for several weeks. During the enforced convalescence advantage was taken of the opportunity to lay out in minute detail a complete selling campaign for the spring. It was planned what each of the factors of the organization should be doing in each week. The plan was then printed in summary for confidential distribution, so that branches, distributors and supply stations could get a bird'scye view of the campaign and cooperate to make it go through on schedule. Incidentally, the plan seems to afford a very convincing demonstration on paper of the relation of advertising to sales.

From April 1 to 3, according to the schedule, the advertising department was to advise branches and distributors to get ready for the following week. They were to know already about the plan and were to see the schedule, but were also to be prompted again to make sure of concerted action

The following week the real work was to begin. Five thousand posters to live Ford agents per list supplied by distributors were to be mailed. There was to be a special notice with distributor's imprint attached to each poster. Also there were to go out from the main office trade bulletins to representatives, asking them to stock outfits. The main office was to post the factory to take care of enlarged demand. Then there would be advertising in automobile papers, etc.

GETTING AFTER DEALERS

That same week distributors were to advise supply stations of the supply-station programme; namely, to get in touch with local dealers and outline to them the Bosch-Ford proposition. Distributors were, furthermore, to call the attention of their Ford dealers to ability to take care of requirements. This was to be a generally selling letter regarding f. o. b. distributor service, etc. Notice was to be given that ad cuts could be had for newspaper ads.

In this way the plan was outlined right down the calendar, putting down in black and white under each head exactly what the advertising department was to do, what the branches and distributors were to do and what the supply stations were to do on each date. The times when the representatives were to call on dealers, when they were to collect testimonial letters, when they were to write letters Nos. 1, 2, 3 and 4 to Ford owners, how and when they were to use local testimonials in letters, when they were to urge dealers to make

window displays—all these were foreseen and fixed by schedule.

The main-office activities included sending 25,000 post-cards to the trade, telling when the time had come to push hard for business, and also sending letter to the same number, offering the poster and enclosing a folder and return card. All were fully informed as to the advertising running. The advertising itself covered the main class and trade papers and several national weeklies.

The campaign was carried out according to schedule and yielded the best of results. The company's representatives were particularly pleased to have been put in possession of the complete detailed plan in advance and thus able to realize the relation of their own efforts to those of the rest of the Bosch organization.

There is precious little esthetic magnetism about a magneto, and so the window displays that have been offered dealers and distributors have consisted mostly of posters. But there has recently been held a prize contest that provided excellent publicity, although the displays were made chiefly out of the magnetos and other product. The distributors are supplied with special tools and testingstands in connection with the installation and repair of Bosch outfits. This was made the occasion of suggesting to them a display of all the accessories and parts that would call attention to the extent of the line. The prizes went, not to the proprietors of stores, but to the clerks who trimmed the windows. The photographs forwarded to us show many striking displays and will be useful in many ways, especially to supply suggestions for the dressing of windows with products that do not ordinarily lend themselves to a decorative scheme.

Giving unusual service is always good advertising, and such, it is believed, is the police work done in connection with stolen magnetos. The magneto being small, easily removed and valuable, is one of the first things stolen out of a car, when the car itself is not taken. Each magneto is numbered and each distributor and

branch makes a note of the number of every magneto he inspects and reports regularly to the main office. He is supplied with lists of all stolen instruments.

MANY STOLEN MAGNETOS RECOV-

If he finds that the magneto he has just inspected is on one of these lists he holds it and notifies New York. If a car-owner reports the loss of his magneto and gives the serial number, every supply station and dealer in the metropolitan section is posted within an hour. If the owner does not know the number of his magneto, it is obtained from the automobile-factory records. Through these means many stolen magnetos have been recovered for the owners and their appreciation has been frequently expressed.

The assistance which is given the company's distributors and supply stations has been touched upon in the foregoing description. It might be added that the Bosch signs are substantial baked enamel on steel signs carrying the trade character, and attractively colored in red, yellow and black. The distributor's sign has the Mephisto insert in rectangular form; the supply station's is circular. Each is numbered, as "Official Bosch Distributor No. 50."

All signs belong to the company and revert to it in case of severance of relations. All representatives are supplied with cards handsomely engraved in color and embossed with the Bosch Mephisto and the words "Official Bosch Distributor" or "Official Bosch Supply Station," as the case may be; letterheads, also, and poster stamps of the same design as that of the sign. The other news stamps and literature supplied, the advertising copy, matrices and electros have already been described.

An important factor in the cooperation with the representatives and dealers is the house-organ, "The Bosch News." It is published practically every other month and goes to a list of 23,000 in the trade. It covers the current news of company interest, reports "victories," describes different products. It is a mixture of sporting

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tures obtainable.

Every now and then an extra special edition of the "News" is gotten out. Sometimes it happens that a race is run on a Saturday and the trade papers are not published until the following Thursday. It is then that an extra special edition is run off: 10x8-inch pink sheets are used, printed on one side only. The races are reported with scare heads, newspaper fashion; for example, July 1 last: "Resta Wins; Sets World Record: Uses Bosch Magneto." It is rushed in the mail Monday night and is sent off to a list of 35,000 in the trade. They get the news before the trade papers get out, and it has been found that the extra special creates a good deal of interest.

The photographs of the factory and of the two-millionth Bosch magneto, the latter photograph autographed by the president with a message of appreciation to the representatives, are important enough as dealer-helps and publicity to deserve a line or two. They are sent out to all official

representatives.

MORE LITHOGRAPHIC COLOR

This is an outline of the cam-paign as it stands. With several other activities it has been found adequate for the present moment, but undoubtedly it will be expanded as the line expands and the factory facilities grow. Increased use of lithographic color in strong effects is our hobby just now, and it is believed that this is as valuable for its reflex on the dealer as it is to attract the customer.

The advertising department has checked up its advertising on one or two occasions by making a questionnaire investigation among 500 dealers. When the information obtained by these means was compared with the inquiry statistics, a very good line could be obtained on the 30 or 35 mediums used by the company.

For a closer control over its own expenditures, the department has found it worth while to follow the example of the factory and plot the curve of its expenditures under three accounts. The first is for space advertising and all expenses entailed by it; the second for selling books, or books and literature aiming at sales, and the third for instruction books, provided after the sale has been made. Three years' curves are plotted on each sheet. They afford a constant picture of past and present and simplify study. The course of the disbursement of the appropriation can be watched by the average line.

Moreland on Van Hoesen Staff

B. E. Moreland, formerly associated with Whitehead & Hoag Company, and more recently identified with the Taylor-Critchfield-Clague Company in Detroit, has joined the forces of H. M. Van Hoesen Company, of Chicago. He will have charge of the plan department and has been elected chairman of the advisory board by the directors. H. G. McEndree, who joined the Van Hoesen staff in a like capacity last June, has been elected to the vice-presidency and now has charge of the copy and art departments.

Auto Makers Will Exchange Patents

Announcement was made at the New York Autumobile Show last week that a cross-licensing agreement in connection with patent rights, which had been un-der discuss on among the members of the National Automobile Chamber of Com-NATIONAL Automobile Chamber of Com-merce, had been made effective by 79 companies, who hold more than 350 veri-fied patents. There will really be an exchange of all the basic patents among motor-car builders and a great deal of litigation, it is stated, will end at once.

Advertising Companies Combine

Howard S. Hadden, New York, has combined with the McLain Company, of Philadelphia, under the name of the McLain-Hadden-Simpers Company. The offices will be maintained in both cities at the same addresses as formerly. Officers of the new company will be William R. McLain, president; Howard S. Hadden, vice-president; Robert S. Simpers, treasurer.

A. B. Swetland Manager Class Journal Co.

A. B. Swetland, secretary of the Class Journal Company, publisher of The Automobile, Motor Age, Motor World and Motor Print, was elected general manager of his company on January 3.

Sidney Curtis, for many years business manager of the Harvard Alumni Bulletin, has become office manager of the A. E. Greenleaf Company, Boston.

The Mother buys and shops for herself and—for her family. Hers is much more desirable and valuable patronage than that of the single buyer. It is for just this reason that the following National Food Advertisers—just a partial list—have tried and proved conclusively the advertising value of "HER" Trade Iournal—THE MOTHER'S MAGAZINE.

- 1 Atwood Grape Fruit Co.
- 2 Walter Baker & Co.
- 3 Borden's Condensed Milk Co. 18 Lipton's Teas
- 4 Beech-Nut Packing Co.
- 5 Burnham & Morrill
- 6 Cream of Wheat
- 7 Campbell's Soups
- 8 Corn Products Refining Co.

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- 10 Chalmers Gelatine
- 11 Cudahy Co.
- 12 California Fruit Growers Ex. 28 Shredded Wheat Co.
- 13 Hills Bros. Co.
- 14 Ho-Mayde Products Co.
- 15 Holstein-Friesian Ass'n of America

- 16 Junket
- 17 Knox Gelatine
- 19 Libby, McNeill & Libby
- 20 National Biscuit Co.
- 21 Postum Cereal Co., Ltd.
- 22 Pompeian Olive Oil
 - 23 Pacific Coast Cond. Milk
 - 24 Puritan Food Products
 - 25 Quaker Oats Co.
 - 26 Ralston Purina Co.
 - 27 Royal Baking Powder

 - 29 Swift & Co.
 - 30 United Cereal Mills
 - 31 Van Camp Packing Co.
 - 32 Washington Crisps

EVERY ONE of the 600,000 subscribers is a family buyer and a prospective permanent customer.

EVERY ONE of them reads The Mother's Magazine for the help it gives to the home-making and housekeeping mother, which is why

EVERY ONE of these advertisers is using liberal space with us in 1916 (with but two to hear from later)-practically 100% renewals.

Does this kind of a magazine appeal to YOU?

THE MOTHER'S MAGAZINE

ELGIN, ILLINOIS

NEW YORK

CHICAGO

ST. LOUIS

(Member Audit Bureau of Circulations.)

THE BOYCE PUBLICATIONS

A suitable medium for almost any campaign at a rate that will make advertising pay well.

THE SATURDAY BLADE and CHICAGO LEDGER 1,250,000 Circulation Weekly \$2.50 an agate line

You can reach 1,250,000 small-town families each week through these papers of known pulling power. You can institute a powerful small-town campaign at the rate of \$2.50 a line. If your proposition appeals to small-town families, this is the most powerful and most profitable method of putting it into these 1,250,000 homes. Most powerful because of the prestige derived from three generations of readers. The most profitable method because of the low rate, the proven pulling power of these publications, and the buying power of the small-town families.

The proposition is big enough to warrant a special campaign and we would be glad to help you plan it.

THE FARMING BUSINESS

100,000 Circulation Weekly

45 cents an agate line

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This publication teaches the application of business principles to agriculture. It interests only the wide-awake, energetic farmers. It circulates in a territory where farming is farthest advanced and where business methods are necessary. The circulation is not confined to any one state and therefore it is not forced. The idea back of The Farming Business, the quality and quantity of editorial matter and the fine appearance, secures as its steady readers progressive business farmers. And it costs less than ordinary circulation. Furthermore your copy will be in good company because we guarantee the advertising to our subscribers. Use it in your next campaign.

LONE SCOUT

100,000 Circulation Weekly

30 cents an agate line

If you have something to advertise to boys here is your opportunity. You can reach 100,000 hustling, wide-awake boys every week at the very low rate of 30 cents a line. If you ever bought boy circulation you will readily appreciate what it means to be able to reach 100,000 live boys every week at such a low rate. There is an interesting story connected with the wonderful progress of the Lone Scout. We will be glad to tell you about it.

W. D. BOYCE COMPANY, Publishers

500-514 North Dearborn Street, Chicago

Eastern office, 205 Metropolitan Tower, New York City.

Also publisher INDIANA DAILY TIMES, INDIANAPOLIS,

Manufacturer Co-ordinates Advertising of His Dealers

A Merchandising Plan Persuaded Retailers to Accept of His Help

THE manufacturer who conadvertising appropriations may sometimes wonder what he actually gets out of the merchant's advertising of his product. This was precisely the state of mind of A. & J. Engel, furriers, of New York, at the close of their 1914-1915 season. It was this question that led up to the inception of the advertising campaign that forms the basis of this story.

This house manufactures furs and creates fur styles for the general retail field. There had hither to never been any attempt on their part to give their styles a

name or trade-mark. The more or less ineffectual efforts of other leading furriers to sell trade-marked fur styles through the retail trade had never inspired them to reach out in this direction.

In addition to their regular outlets they have been for several years lessees of the fur departments in a dozen or so retail stores throughout the country. In running these departments it had been their usual custom to contribute to the different stores' advertising appropriations. They had, however, never exercised any special active directing interest in the advertising of these departments. This was left to the varying methods of the individual stores' merchandising and ad men. There were the usual advance, mid-season and clearance sales, conducted with

the co-operation of the fur department's manager; but never anything more unusual in the way of advertising and merchandising than the several abilities of the various stores' publicity departments were able to suggest.

An exceptionally mild early Winter made the season for 1914-1915 a lean one in the fur field generally. This fact, while not the immediate cause of the new step this fur house was later to make, nevertheless set it figuring on these dozen separate advertising contributions. Like Mark Twain's man with the eggs, they began to wonder if, after all, it might not



NEWSPAPER ADVERTISING LIKE THIS IS FURNISHED OVER THE DEALER'S NAME

be more efficient to put all their eggs in one basket, and guard that

basket well.

Their ultimate decision to follow that course did not mean that they were to withdraw these various funds, nor to concentrate on one or more stores. They came to the conclusion that this money as a whole could be made to work

the advertising for the fur departments in all these stores, and to run important copy in each city prepared according to a precon-ceived and closely followed out campaign.

But when they decided to adopt this method, it was quite another matter to persuade the stores involved to acquiesce in so radical a

What eventustep. ally won the day to the Engel way of thinking was a carefully developed merchandising plan, so conceived that while harmonizing with the individual store's policies and trade ideals, yet it possessed sufficient distinction to make the advertising exceptionally effective wherever it appeared.

It has been remarked that other fur manufacturers have found it almost impossible as a general thing to get dealers to sell fur styles with their trademarks or labels. Again, it is said that few fields are so open to trade abuses and unscrupulous practices; where values may be more deceptive, or where garments may be so easily paraded under false colors.

This house, therefore, inaugurated a

campaign for improved fur standards to create public confidence in the genuineness and quality of the styles and values offered in their fur departments. Around this idea the campaign developed in each city; advertising that, while topical as events decreed, revolved about this big central appeal.

Toward this end they hit upon a campaign and slogan name "Sertified Furs—Certified on the five points of Style, Service, Selection, Safety and Saving." This decla-



ANOTHER NEWSPAPER LAYOUT FOR "SERTIFIED FURS"

as a unit; that some centrally directed and definite ideas from headquarters in the space it bought should greatly accelerate the return on the whole investment in their various departments.

This was the course of action they adopted for the season of 1915-1916. With one exception the fur sales in every department have materially increased, often doubling.

The way they accomplished this was to assume active charge of During October and November in Cleveland

Baston

THE CLEVELAND NEWS

and

CLEVELAND'S LARGEST CONCERNS

THE LARGEST RETAIL CONCERNS in Cleveland in each of the following lines—

Largest Department Store

Largest Grocery Concern in Cleveland

Largest Furniture Store in Cleveland

Largest Crockery Store in Cleveland

Largest Shoe Store in Cleveland

Largest Drug Store in Cleveland

Largest Book Store in Cleveland

Largest Piano Store in Cleveland

Largest Bank in Cleveland

Largest Milk Dealer in Cleveland

Largest Ice Cream Dealer in Cleveland

Largest Jewelry Store in Cleveland

Largest Haberdasher in Cleveland

Largest Tailoring Establishment in Cleveland

The largest concerns in the above lines in Cleveland distributed their advertising in the Evening Newspapers as follows—

NEWS Received 170,422 lines

The other evening paper received 164,836 lines.

NEWS' Excess 5,586 lines

The man on the ground knows conditions—Cleveland is a prosperous city; are you in THE NEWS?

FOREIGN ADVERTISING REPRESENTATIVE

PAUL BLOCK, Inc.

250 FIFTH AVENUE, NEW YORK

Mallers Building, Chicago, Ill. Kresge Building, Detroit 201 Devonshire St., Boston, Mass.

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five ion, claLet The Detroit Journal Act As Your Spokesman In Introducing Your Goods to The Most Prosperous Community in the United States.

DETROIT THE MARKET The Detroit Journal the Medium

COMPARATIVE CIRCULATION STATEMENT

1914 1915 Net Paid Daily Average Net Paid Daily Average Net Paid Daily Average Increase 14,545 86.187 100.732

Comparative Statement on Display Advertising

1914 1915 Local Display (Agate Lines) Local Display (Agate Lines) 4,918,340 5,526,794 608,454 Foreign Display (Agate Lines) Foreign Display (Agate Lines) 1,052,562 123,802 1,176,364 Total Increase Display Advertising -732,256

Automobile and Accessory Advertising

The Detroit Journal carried 41,006 agate lines more automobile and accessory advertising than was carried by its two nearest rivals between Sundays combined. The Detroit Journal is a daily, evening paper. The Detroit Journal showed a gain in 1916 over 1914 of 68,040 agate lines. This gain was 756 lines greater than the combined gains of its two

Here Are the Figures on Automobile and Accessory Advertising

1914 (Agate Lines) 1915 (Agate Lines) Increase JOURNAL - - - 228,662 296,702 68,040 Second Newspaper -90,622 147,756 57,134 Third Newspaper - -97,790 107,940 10,150

OBSERVE THE GROWTH OF DETROIT THE DYNAMIC. Population doubled in ten years. Capital more than tripled.

Output quadrupled.

nearest rivals.

To be more specific, the population of Greater Detroit exhibited this expansion:

> 371,231 746,103

The recent federal industrial census yields these figures, which do not include the wonderful suburban industrial activities:

 Capital employed
 \$295,171,000

 Pay roll.
 94,158,000

 Employees
 119,438

 Cost of materials
 223,527,000

 Valuation of production
 402,864,000
 \$91,228,000 22,786,000 48,879 128,761,000

Banking deposits have increased thus:

1905 \$206,000,000 \$86,000,000

Building returns made this leap:

1904 \$6,137,000 \$28,427,000

The assessed valuation increased from \$300,000,000 in 1904 to \$600,000,000 in 1915, with the promise of a billion-dollar assessment next year.

The Detroit Journal has kept pace with this growth and offers advertisers an excellent opportunity to tap this unusual market.

Do you wonder that we invite you to share in this prosperity through the medium of the Detroit Journal advertising columns?

ration of standards was incorporated in a label that was generally displayed in the advertising copy sent out from New York headquarters. It will be noticed that the idea behind this label is calculated to instill confidence in the prospective purchaser as to the authenticity of the style and material; essentially an expression of the individual house's policy, without any display of the manufacturer's or the store's house name. Thus the label served to work both ways; for each of the stores and the manufacturer conjointly.

The regular seasonal advertising was conducted, and from time to time additional topical copy was furnished, to be run as local emergencies should dictate to give a continuity and an added spice of interest to the whole campaign. Wait copy was sent out for release at psychological moments, such as the first snow flurries, the introduction of new styles, the opening of a new skating rink, or at that time when "the red ball is up."

Copy also worked along specialized angles. For example, there was a big ad devoted to fox fur, with educational emphasis on the line, "when we say fox, it's fox." There was another ad for skunk, along these lines. In fact, all the copy is educational in tone, emphasizing that "Sertified Furs" may be purchased without any pangs of suspicion as to whether the furs are dyed woodchuck pelts, or similar ravens in a peacock's plumes.

The copy was prepared first and last to sell "Sertified Furs," wholly apart from the individual merchant's advertising methods. The several advertising appropriations were thus made to act as a single powerful driving unit. As a result, with a definite merchandising idea behind them to give impetus, their productive efficiency was greatly increased.

After two years of idleness, The Globe Woolen Mills Company, of Utica, N. Y., has decided to resume business. The controlling interest has changed hands, but otherwise the business will be conducted on the same general lines as formerly. The manufacture of woolen cloths will form the chief products,

Hearst Bars Whiskey Advertising

The following letter appears in the New York American of January 9: It is significant of another development in advertising and consequently de-serves a place in the record of PRINTERS' INK.

the Editor of the NEW YORK

American:

I note in a recent issue of The American an advertisement of a whiskey masquerading as a medicine. I wish all our papers to reject all whiskey advertising of whatever kind of any ardent liquors and all advertising of a contractions. medicinal preparations containing alcohol quantities.

quantities.
Furthermore, I do not think that passive opposition to such great evils as the drink habit and the drug habit is sufficient for forces as powerful and as vital in the community as our news-

vital in the community as our newspapers.

I think our papers have more active duties and more positive responsibilities. I think they should campaign for a system of sumptuary laws:
First—To prohibit the sale of injurious and habit-forming drugs except by the State and upon the prescriptions of regular physicians.
Second—To prevent the sale of alcoholic beverages except where the proportion of alcohol is fixed at some definite and acknowledgedly innocuous proportion of alcohol is fixed at some definite

and acknowledgedly innocuous proportion

Third-To make the taking or admin-

Third—To make the taking or administering or prescribing of alcohol or opiates in habit-forming quantities a criminal offense, from the penalties of which regular physicians shall in no way be exempt.

The campaign against the drink evil and the drug evil is a matter of public health, of public morals and of public righteousness which it is the duty of our papers actively and aggressively to promote. promote.

WILLIAM RANDOLPH HEARST.

Advertising Golf at Pinehurst

The first day's medal play, on January 10, of the tournament of advertising golfers at Pinehurst, N. C., resulted in the following scores by the leaders:

In Class A, F. A. Sperry won the best net score prize. He made 78, aided by a handicap of 15. E. T. Manson and Marshall Whitlach tied for Manson and Marshall Whitlach tied for the best gross score. Each had a round of 93. William Campbell, W. Roberts, and H. C. O'Brien tied for the best net score in Class B with 90 each. C. W. Harmon made the best gross score, 96. F. W. Nye, with 103, won the gross score prize in Class C, and C. H. Ault, 100, handicap 7, won the net score prize. Mrs. G. C. Dutton, with no handlean, did 52 in the women's division, and won the gross score prize. Mrs. C. T. Russell and Miss Hannah Aronson, with 100 each, handicaps 1 and 18, respectively, tied for the best net score.

Will Hold Salesmanship

Congress

A convention to be known as the World's Salesmanship Congress will be held in Detroit in July. The men back of the movement were interested in forming the Salesmanship Club of Detroit last fall, said to be the first organization of its kind in the world. Since then similar societies have been formed. then, similar societies have been formed, or are perfecting organizations, in 42

cities.

or are perfecting organizations, in ascities.

Some of the Detroit men interested in the Congress are: Joseph Mack, president of the Joseph Mack Printing House; Norval A. Hawkins, general sales manager, Ford Motor Company; Harry W. Ford, president, Saxon Motor Company; L. D. Robertson, manager Detroit branch, Packard Motor Car Company; F. C. Gilbert, secretary, Timken-Detroit Axle Company; D. M. Barrett, editor Salesmanship; I. B. Coe, sales manager, American Blower Company; I. F. Miller, sales manager, Chopestevens Paper Company; F. H. Dodge, general sales manager, Burroughs Adding Machine Co.; H. H. Hills, sales manager, Packard Motor Car Company; Frank G. Eastman, advertising manager, Packard Motor Car Company; Frank G. Eastman, advertising manager, Packard Motor Car Company, and R. E. Bell, sales manager, Frederick Stearns & Co. & Co.

Another Railroad's News in Advertising

The Louisville & Nashville Railroad Company, with general offices in Louisville, used two columns of advertising space in the Louisville newspapers recently for the purpose of publishing a statement of D. M. Goodwyn, the general freight agent, relative to changes in rates which have been made as a result of the amendment of the fourth section of the Interstate Commerce law by Congress. The changes have been attacked by many commercial organizations in Kentucky, and the newspapers have carried a large amount of matter of a critical nature. While it is practically certain that they would have run a statecertain that they would have run a statement from the railroad, giving its side of the case, the L. & N., which has a reputation for conservatism in its dealings with the newspapers, decided to take no chances on errors getting into its announcement and consequently published it as an ad instead.

Silk Association Appeals to Trade Commission

The Silk Association of America alleges that the sale of substitutes for silk under such trade-marks as "Silkateen," "Japsilk," "Artsilk." "Subsilk," etc., is an "unfair method of competition," and has applied to the Federal Trade Commission to stop the practice. The complaint of the silk association alleges that the use of such trade-marks and trade names tends to deceive the

and trade names tends to deceive the public into the belief that the goods represented are actually silk, or that they contain some silk.

Booklet Favors Trade-marked Goods

The Quoin Club, the National Periodical Association, has just issued a 32-page booklet favoring the handling by merchants of nationally advertised products. A feature of the decorative scheme is the reproduction of 239 trademarks or well-known trade names in a sort of ribbon effect across the top of

sort of ribbon effect across the top of each page and at the bottom of some.

The first part of the booklet is the story, "The Conversion of McManus," being a fact story out of the experience of McManus Brothers, furniture merchants, of Elizabeth, N. J., telling how they handled a sale of nationally advertised beits a section of the second story. tised kitchen cabinets, and the second part consists of a reproduction of 18 of the "trade-mark" advertisements which have been running in the magazines since last April. The booklet is being distributed through the sales organiza-tions of national advertisers and through advertising agencies,

Merchandising Course in Sioux City

The second annual Winter Short Course in Merchandising will be held in Sioux City, Iowa, from January 81 to February 5. Last year's course was attended by over 800 merchants from the Central States—some of those in attendance coming from points as far distant as Wyoming, Colorado and Oregon.

Some of the subjects, to be handled competent speakers, are "Interesting Some of the subjects, to be handled by competent speakers, are "Interesting Aspects of the Food Stuffs Market," "Drug Store Policies," "Selling Forces" (advertising talk by H. G. Larimer), "Knock-down Houses and Other Lumbermen's Competition," "How Many Times Should a Hardware Merchant Turn His Stock Annually?" and "The Cost of Doing Business."

Model Statute to Be Introduced in Kentucky

The Tru-Ad Club, of Louisville, has decided to have the PRINTERS' INK model statute introduced in the Kenmodel statute introduced in the Kentucky legislature, which is now in session. The decision to do this was reached at a meeting of committee chairmen with H. J. Kenner, of Indianapolis, secretary of the National Vigilance Committee of the A. A. C. of W. The club succeeded in having the PRINTERS' INK model statute put on the ordinance books of Louisville some time ago, and Lexington, Ky., recently followed suit.

Cook Buys Interest in "Advertising and Selling"

John C. Cook, for 13 years business manager of the New York Evening Mail, has purchased a half interest in Advertising and Selling and will be secretary, treasurer and business manager of the publication. Before going with the Mail he was for one year advertising manager for John Wanamaker.

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Quo Vadis?

Or—as we say down here in Missouri— "Which way are you going, stranger?"

We know the ups and downs and the level spaces, the highways and the lonesome places in the domain of Publicity. Maybe we can "show you" when you come to the dividing place in the road?

The Advertising Agency of

Woodward & Tiernan Printing Co.

Saint Louis, U.S.A.







LARGE VOLUME AD

TRADEMARKS of staple products—wing large volume of sale is attainal by quickly and firmly established by St et Caseveral times the cost using other mium to products paying even the smalles profit articles paying larger profits?

STREET RAILWAY ADV

CENTRAL OFFICE First National Bank Bldg., Chicago HOME OF E Candler Bldg., a York









E AD SMALL PROFITS

icts—ying very small profits, but for which ainal by constant advertising—are more by Stat Car Advertising than is possible at her miums. This being evident in regard halles profits, is it not increasingly true of

WAY ADVERTISING CO.

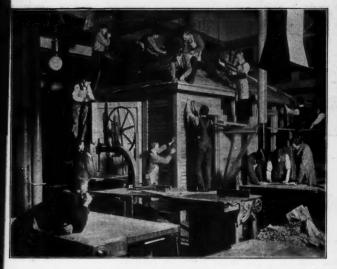
OME OF E

WESTERN OFFICE

Humboldt Savings Bank Bldg., San Francisco







Garage, 15 by 20 feet in Size, Constructed by Third-Year Students, Carpenters'
Apprentices' School, Lane Technical High School, Chicago, Ill.

This Is A Real Schoolroom

not a carpenter shop, or a woodworking plant, but a *real* schoolroom.

That's the kind of work the schools are doing today. Children learn, not by books alone, but by actual "Doing of Things."

If you are interested in the school field, why not "get the hunch" and

ASK BRUCE-today.

School Board Journal

INDUSTRIAL-ARTS MAGAZINE

2002 Montgomery Bldg., Milwaukee, Wis.





A Change in the Buying Habits of Farmers

Rural Merchant Tells of His Selling Experiences

NE of these days the jobbers are going to wake up and discover that branding a product is not enough, they have to make the brand known besides, if they want to sell to farmers." In these words E. B. Moon, formerly "good will" man for Butler Brothers, the large Chicago wholesale house, but now a storekeeper in Lakeville, Ind., put his finger on what he believes to be one of the serious evils in present-day merchandising.

Mr. Moon had come from Lakeville, a village of 300 inhabitants, to speak before the Advertising Association, of Chicago, at its farm-paper exhibit last week. He wanted to tell advertisers a few things about themselves that he felt they ought to know. And the club listened attentively, for in spite of the fact that Mr. Moon has a store in a village of only 300, he does an annual business exceeding \$60,000 a year. Ninetyfive per cent of his business is with the farmers. After declaring that jobbers ought to advertise, Mr. Moon told why.

"Times are changing out on the farms," he said, "in the old days when the farm production was about ten billions annually, we storekeepers could sell the farmer most anything we wanted to. But the farmer is become a capitalist. The farmer's business has now increased to over \$55,000,000,000 a year. We no longer have to carry them from year to year, so we no longer have them in the hollow of our hand. When Mr. Far-mer comes into the store with cash in his hand we have to sell him what he wants, not what we

want.

"A month or so ago an old farmer in the neighborhood came into the store to buy a manure fork. I took him back to where we kept the forks and showed him a fork put out under a jobber's private brand. The old farmer took the fork, and looked at the label. He wasn't evidently familiar with it. He began testing it and feeling the spring in the steel. I could see that he was a long way from being satisfied. asked me if I used one on my farm. 'Yes,' I replied, 'I have used one for over a year.' He looked it over again very carefully. Then he said: 'You don't happen to have a Keen Cutter fork, do you?' I told him I didn't carry that fork, but that this was the same identical fork, made by the same people, sold by the same people, only it was priced ten cents less. 'Well,' he said, 'I ain't got the exact change in my pocket just now, anyway, I'll come in later.' I lost the sale. A few minutes later I saw my man walk out of my competitor's store with his Keen Cut-

I mention this incident to show you how different the farmer is to what we usually suppose him to be, and to illustrate why we are concentrating more and more on advertised products. It took me twenty minutes to talk to that farmer and I lost the sale. I could have sold him a Keen Cutter fork in as much time as it took to go back to the fork rack and take it down. As it is I have probably

lost a customer."

FARM PAPER ADVERTISING STRENGTH-ENS LOCAL PUBLICITY

Mr. Moon made another interesting statement about his policy. He found that, by concentrating his local advertising on products advertised in the farm papers going into his territory, he was able to increase his business fifteen per cent last year. Because he finds advertised products so easy to sell, and also make a more satisfied customer, he intends to throw out all lines of rubber goods he handles with the exception of the Ball Brand. He said this company had so advertised their product to the

farmer that ninety-five per cent of the farmers coming into his store to buy specify that brand. He also said that while fifty per cent of his sales were to men, about ninety per cent of these men bought from slips made out by their wives. In answer to a question he put his net profit at six per cent, and turned his stock four times last year. He condemned advertisers who expect a merchant to pay 55 cents for an article that he must resell at 60 cents. For that reason he had not put in such lines, and declared he wouldn't as long as

he lived.

On Wednesday, John Fletcher, vice-president of the Fort Dear-born National Bank, spoke on the need of an advertising campaign to encourage diversified farming. He pointed out that the increase in population had been twen-ty per cent in the last 15 years, and the supply of live stock had decreased twenty-six per cent. He was followed by H. G. Larimer, a merchant of Chariton, Iowa, who made the point that the farmer wanted quality products, and the manufacturer who tried to put over price products without quality only created a market for the better article. He illustrated the point by an instance of one of the cream-separator companies finding that its best prospects were farmers who had the cheaper machines. "The same is true in the automobile line," declared Mr. Larimer, "Henry Ford is doing more to create a market among the farmers for \$500 cars than the combined advertising of all the other manufacturers put together."

Judge A. E. Chamberlain, of the International Harvester Company, gave some interesting figures showing the vast educational work that various bodies were doing to better the living conditions on the These figures showed that over 30,000,000 persons had been reached last year by these educa-Mention tional organizations. was made of what the bankers' associations are doing along this same line, and representatives of the Illinois Central Railroad and the Canadian Pacific Railway described the educational campaigns they were waging to make the farmers along their lines more prosperous so that they might profit through this increased wealth. This point was borne out by an address from a farmer himself, who told the members very frankly what he liked and disliked in the various farm papers he received. His main grievance lay against papers that were poorly printed.

Interest in the exhibit centered on the display of advertisements of automobile concerns taken from farm papers. Hugh McVey, of Successful Farming, who had charge of the exhibit, told a representative of Printers' Ink that over seventy-two per cent of the 700,000 autos sold in the country last year were sold to farmers. Over 137 products advertised in farm papers were on exhibition. Many of these were items that are not commonly associated with the farm, such as cabinet talking-machines, sagless springs, Queen pianos, patent garters, Queen Quality shoes, Hyatt roller bearings. Serpentine crepe and other This was the second products. departmental held by the Advertising Association of Chicago to familiarize its members with the various branches of advertising. Frank E. Long, publisher of Farmers' Review, was chairman of the week, and presided at most of the meetings.

Trade Press Association Elects Officers

The St. Louis-Southwestern Trade Press Association held its annual meeting in St. Louis January 6. The following officers were elected: President, Henry R. Strong, National Druggist: vice-president, Albert von Hoffman, Auto Review Publishing Company; treasurer, H. S. Tuttle (re-elected). St. Louis *Furniture News; secretary. Charles Allen Clark (re-elected), American Paint and Oil Dealer; executive committee, the above officers and O. F. Ball, Modern Hospital; Allen W. Clark. American Paint and Oil Dealer; W. E. Barns, St. Louis Lumberman.

Professor Parsons to Address Ad Women

The League of Advertising Women. New York, will be addressed January 18 by Prof. Frank Alvah Parson on the subject "Advertising Art and Typography—Study of Layouts." h.

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BECAUSE the only man who is likely to buy Old Hampshire Bond is the man who knows the cash value of the difference between a good letter and a poor letter.

THEREFORE, our booklet, "Why Your Form Letters Do Not Pay," is a painstaking inquiry on profit in using fine business stationery, and not a vehicle for selling talk on Old Hampshire Bond in particular.

Once this booklet has opened your eyes to the real need for fine business stationery no persuasion is necessary to have you buy Old Hampshire Bond.

Old Hampshire Bond

In addition to this non-partizan booklet, we will send you, at your request, a portfolio showing specimen sheets of Old Hampshire Bond Stationery, both free.

HAMPSHIRE PAPER COMPANY

SOUTH HADLEY FALLS, MASSACHUSETTS

The only paper-makers in the world making bond paper exclusively.

Pennant for Advertising Held by

Los Angeles Times

Another Year has Passed into History, and in the Los Angeles Advertising Field "The Times," as Usual, Holds the Lead, Far in Advance of Any Other Publication

The publicity people have voted again. The official returns for the entire year of 1915 are in. The Los Angeles Times is, of course, at the top of the list, leading its nearest morning contemporary by 3,499,230 lines of paid advertising, and the third morning newspaper by 5,754,280 lines.

The total volume of advertising printed in 1915 by the first Los Angeles evening newspaper does not equal that of The Times by 6,058,724 lines, and the third evening newspaper is

distanced by the big Times by 10,129,700 lines.

In automobile advertising The Times leads its nearest contemporary by 103,082 lines; and in foreign, or out-of-town, advertising, it leads its nearest contemporary by 106,800 lines, and shows a gain of 103,500 lines over its own record of the previous year.

The marked year after year advertising lead of The Times over all other Los Angeles newspapers shows the value of its advertising space, as well as the preference that local advertisers exhibit toward this journal as the most profitable publicity medium in the Pacific Southwest.

The following authentic figures tell the story of The Times'

supremacy:

ADVERTISING IN LOS ANGELES NEWSPAPERS FOR 1915

LOS ANGELES TIMES	.12,765,676
Second Morning Newspaper	9,266,446
Third Morning Newspaper	7,011,396
First Evening Newspaper	6,706,952
Second Evening Newspaper	6,184,290
Third Evening Newspaper	2,635,976

Advertising in the Los Angeles Times pays because this great newspaper regularly goes into more buying homes, and has more bona-fide readers than any other local newspaper, and stands first and foremost for the progress of Los Angeles and the Pacific Southwest.

WILLIAMS, LAWRENCE & CRESMER CO.

				Kepr	esentat	wes			
New	York	Office.	 				225	Fifth Avenue	e
Chica	go Off	fice	 				. Harris T	rust Building	0

Some Big Stores Which Favor the Stevens Bill

Department Stores By No Means a Unit in Opposing Price-Maintenance-Discussion of the Stevens Bill Brings Out Some Strong Favorable Opinions from Leaders in the Business

A PPARENTLY the department stores do not stand as a unit in opposition to price-maintenance -in spite of the very conspicuous activity of certain prominent members of the National Retail Dry Goods Association in campaigning against the Stevens Bill. have been several breaks in the ranks, and some very strong opinions favoring the Bill have found their way into print. For example, Samuel Bloomingdale, of Bloomingdale Brothers, New York, has expressed himself not only as strongly in favor of the Stevens Bill, but also as opposed to the practice of printing comparative prices in his advertising of articles whether trade-marked or not. The resignation of B. Altman & Company from membership in the New York Retail Dry Goods Association is said to have been due partly, if not largely, to the attitude of the Association in opposition to price-maintenance.

The Stevens Bill is furnishing

a fruitful topic of discussion at meetings of local retailers' associations, and it is not at all uncommon to find the issues joined in a more or less spirited debate which is followed by a "referendum vote" among the members. At a recent dinner of the Retail Merchants' Division of the Provi-dence (R. I.) Chamber of Commerce, for example, the discussion was led by Percy S. Straus, of R. H. Macy & Co., for the opposition, and by William H. Ingersoll, of Robert H. Ingersoll & Brother, in favor of the Bill. Through the favor of the Bill. Through the courtesy of Mr. Straus, PRINTERS' INK is in receipt of the following report from Charles M. Coulter, secretary of the Retail Merchants' Division, which gives results of the referendum as follows:

In sending out our referendum we asked four questions, as follows:

1—Are you in favor of the Stevens Bill in its present form? 2—Are you in favor of any restric-tion of wholesale prices through

legislation?

negislation?

Are you in favor of any restriction of retail prices through legislation?

Would you be in favor of such a Bill if it included the same restrictions for the manufacturer, as it does for the wholesaler and retailer? retailer?

retailer?
The result of the vote was as follows:—On the first question, the Noes had practically twice as many votes as the Ayes; on the second question, the Noes had a majority of 10; on the third question, the Noes had a majority of 11. Because of this fact, the Retail Merchants' Division of The Providence Chamber of Commerce stands opposed to the so-called Price Maintenance Bill. Maintenance Bill.

In a recent issue of PRINTERS' INK reference was made to the form-letters which were being sent by department stores to manufacturers, and the text of the letter sent by Jordan Marsh Company, Boston, was printed in full. Now comes a letter from John Shepard, Jr., president of Shepard Norwell Company, Boston, which indicates that opinion is as sharply divided in Boston as it is in New York. Mr. Shepard's letter is addressed to members of the Boston retail trade, and reads as follows:

"Having been interested since the inception of the Stevens Bill in its aims and intentions, I cannot refrain from replying to remarks made by Mr. Kirby at a recent luncheon. Mr. Kirby's re-marks regarding the Stevens Bill seemed to me to be simply an attempt to find some reason for argument against the bill, and those he presented were not convincing, and are easily controverted.

"Certainly every merchant who is not in the business of price-cutting would be glad to know that on a trade-marked or special brand article (and only such would come under this law) a reasonable profit was assured, and that much staple merchandise now sold at practically cost would be disposed of at a legitimate profit.

"There could be no detriment to a first-class merchant if prevented from cutting the price of such merchandise as is above referred to, and trade-marked merchandise.

remember, is generally that for which the manufacturer has created, or will create, a demand. In such cases you buy from the manufacturer goods for which the advertising has been, or is being done, and for which a demand has been created, and you would make your legitimate per cent of profit.

"You would not, as Mr. Kirby puts it, 'be in the grasp of the manufacturer and liable to all his whims,' for his whole success depends on having the retailer satisfied with the intended profit, and the consumer satisfied with his product. In other words, to my mind, the manufacturer's strong point will be his arranging his prices so that the retailer will be satisfied, and no manufacturer who expects to succeed will be foolish enough to arrange prices in any other way.

"No retailer is obliged to buy any particular merchandise and will not do so unless a demand is being created, and this demand he will be glad to supply at the satisfactory profit which the manufacturer will place upon his mer-

chandise.

"Please to remember that it is only trade-marked or special brand goods on which a certain selling price can be required, and that Mr. Kirby's talk about the impossibility of marking down merchandise and having sales, etc., has no apparent bearing whatever on this bill.

"That the trade-marked goods will not embrace and could not naturally embrace, hundreds upon hundreds of articles that are in the market constantly and from which come the larger part of our

business.

"Perhaps one of the weakest statements made by Mr. Kirby was the fact that the consumer would be penalized by the passage of this bill. All merchants must make a reasonable average per cent on their sales or they cease to exist. Selling well-known articles, as is done to-day in many instances at about cost, must be equalized by a larger profit marking on other products.

"As for the elimination of competition, we will find plenty of competition outside of any trademarked merchandise. Not only competition in prices, but competition in service.

"Personally, I cannot see one point that has been made wherein a first-class merchant is going to suffer. I see only benefit to him, but I do see a natural opposition on the part of houses which exist by price-cutting, this being one of the means of deceiving the public into the belief that other merchandise which they sell is also marked lower than the market price, whereas their average must be proportionally the same as anyone else, in order to keep alive.

"B. Altman & Co. resigned from the Retail Dry Goods Association of New York, because the attempt was made to have the Association make an organized effort against this bill, and this was probably largely on account of one man who was connected with that Association. Why the National Retail Dry Goods Association (some members and directors of which are in favor of the Stevens Bill) is so strongly opposing it, I do not know.

know.

"I believe the best merchants throughout the United States, the reputable houses who want to do business squarely, are in favor of this bill.

"Instead of this bill being an injustice to the storekeeper, as is stated by Mr. Kirby, it can but prove a help to every honest-minded merchant who does not wish to live upon the reputation of some first-class article whose manufacturer he is able to damage by price-cutting."

Death of Frank H. Dodd

Frank Howard Dodd, founder and head of the firm of Dodd, Mead & Co., New York publishers, died January 10, aged 71 years. The Bookman was established by him in 1895.

Overland Earnings in 1915

John N. Willys, president of the Willys-Overland Company in a statement to shareholders says \$10,000,000 approximates the earnings for 1915. This, he says, is over \$9\%\$ times the preferred dividend requirements on the new \$15,000,000 issue and equal to \$45 per cent on the common stock. He adds that the demand for cars is greater than ever before in the automobile industry.

-the last chance

The rates for MoToR, the National Magazine of Motoring, will be increased for new advertisers beginning in March and subsequent issues.

You can hold the present low rates for one year by beginning a twelve time order in February MoToR. Copy for one inch will hold the old rate, if your campaign isn't ready now.

The present rates are based on 25,000. For February the circulation will be 35,000, and will average considerably above that figure for the next year.

Here is an opportunity to buy the highest class, most effective automobile circulation to be had, at a price about 30% less than the value given. Don't miss it.

MoToR is the most successful medium in the automobile field. It carries more advertising, issue for issue, than any other publication. No automobile accessory or parts campaign is complete without it.

Last forms for February close January 17th
Mail us your copy to-day



(Member Audit Bureau of Circulations)

119 West Fortieth Street - - New York City

What Is the Biggest Thing About Poster Advertising?

Its circulation?	No!
Its low cost?	No!
Its size?	No!
Is color advantages?	No!
Its flexibility?	No!

None of these things—big, valuable and potent as they are, is the *Big Thing*.

The Big Thing About Poster Advertising

is the tremendous cumulative value of its constant, every-day REPETITION.

Day in and day out, poster advertising repeats and repeats your merchandise story until it bores through the wall of the buying public's mind and finds a permanent lodging place.

The three division headquarters of our company, located in New York, Chicago and Pittsburgh, as well as branch offices in many other large cities, enable us to offer a poster advertiser exceptional service.

Ivan B. Nordhem Co. POSTER ADVERTISING

UNITED STATES AND CANADA

NEW YORK DIVISION Marbridge Bldg., Broadway at 34th St. CHICAGO DIVISION McCormick Bldg., 322 S. Michigan Blvd. PITTSBURGH DIVISION Bessemer Bldg. Th

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BRANCHES:

Philadelphia, Pa.						-	- 802 Chestnut Street
Buffalo, N. Y.	-	-		-		1044	Marine National Bank Building
Cleveland, Ohio		ga			-		 813-15 Rockefeller Building
Minneapolis, Minn.		-		-			 Metropolitan Life Building
Kansas City, Mo.	40		-		60		 Fifth Floor, Merry Building

Converting Salesmen to the Value of "Thick" Distribution

The Story of a Field Demonstration That Showed How to "Sell" the Idea of Competing Accounts to Dealers Themselves

By a National Advertiser's Good-Will Man

NOT many months ago I was called to the office of the president of my concern, which manufactures a line of goods that has been before the public a little more than half a century. It is one of those businesses that have grown from nothing to the most important in its line in the country. Forty years ago the company was making money and increasing its volume from year to year. Ten years ago it was continuing on its upward climb. But let me give my readers the rest of this part of the story in the words of the president.

'Mr. M-, I have shown you the records of our business for the past 40 years, and you will see that with the exception of years of business depression we have steadily amassed a greater volume from year to year. Seven years ago we began to advertise. the first four years the results were highly satisfactory.

"You will note on going over the figures I have shown you that we have averaged, up to the time we started to advertise, seven per cent increase in the business each year over the one preceding. Be-ginning with the time that we first started to advertise, in 1908, we have shown a nine per cent average increase, but last year's increase showed only six per cent, and this year's shows only five per cent. It is apparent that the first few years' advertising brought unusually good returns, but it is also self-evident that we have been slipping back the last two years. From my standpoint there is no justification for an expenditure of \$100,000 a year unless it shows increased business on these records which come to me from my head accountant. I have called upon you to find the difficulty because I want a new viewpoint. You haven't wrestled with the details of the advertising and you will bring a fresh and open mind."

WHAT THE SALES RECORDS REVEALED

After making necessary arrangements to have all the records available, a thorough-going investigation was commenced in which I had the co-operation of the sales and advertising managers.

A complete list of the active accounts was typewritten under geographical arrangement by States. followed by an alphabetical arrangement by towns. In each case the following information was secured: Population of the town; number of dealers and amount of business given by each dealer for the past seven years. It developed in the course of our search that when the advertising was first started there was a big increase in the number of accounts. At the beginning of the advertising there had been something like 5,000 dealers on the company's books, and three years later this number had increased to 8,000. What hap-pened was this: The magazine advertising and dealer helps had secured an increased interest on the part of the dealers. The sales-men found it possible to cover their territories more rapidly and to sell larger orders than before. This condition has affected the jobbing business and the jobbers that were once active were taking only a passive interest in the sale of the goods.

Analyzing the great bulk of accounts, which ran from \$300 to \$1,000 a year, we found business on accounts of this size had been steadily increasing and that the great loss had come from the loss of the jobbing business and through the loss of business in the big cities where price-cutting had prevailed following the establish-

ing of the goods through the medium of national publicity.

In analyzing the circulation of some of the mediums in which the concern advertised, it was found that something like 48 per cent of the circulation went into towns of 5,000 and under, and that another 20 per cent went into the very large cities.

This concern had never cultivated the smaller-town trade and was on the outs with the big-city trade because of the price-cutting

conditions referred to.

This meant that only 32 per cent of the advertising put out had much of an opportunity to work for the company's good. This all seemed logical enough and, apparently, we had found the rea-son why the business was falling Where the distribution of merchandise was good the business was increasing, but where jobbers had sold, business had fallen off to such an alarming extent that the net average gain per year was being pulled down. The first advertising activities had opened enough new accounts in certain districts to hide the loss of trade formerly secured through the jobbers. But now nothing was being done to have the goods flow through all the channels opened by publicity.

SALESMEN SELLING ONLY BEST DEALERS

Going into more detailed investigation of the selling conditions we found certain members of the traveling force sold goods along the lines of least resistance. That is to say, in a town of 30,000 where, for instance, there might be 14 prospective accounts, the salesmen would have but two or three. It was found that the leading dealer would gladly carry the line as a whole, and carry it almost exclusively, because it was the best line on the market and because it was advertised and because there were no disturbing price conditions in the local market. This made it very easy for the salesman and a very pleasant way of conducting business. His own sales would show to advantage over previous years and

despite the back-sliding, no accusing finger could be pointed at him. Therefore, he neglected the other prospective accounts, and these other dealers were buying competitive lines either direct or through inchange.

through jobbers.

The first thing that was necessary for us to do was to determine that a complete examination should be made of every city on a given salesman's territory to show the number of prospective accounts and the number of actual accounts which were being sold. It was decided that we would take this one territory as a basis for our experiment, and go in there and sell every possible account in the towns already covered and also comb the smaller towns, going down to villages of 1,000 and under in order to give our advertising a chance by supplying the demand it was supposed to have created.

The territory chosen happened to be in the State of Ohio, where the interurban traction companies operate so extensively that travel was made comparatively easy. Again, Ohio was chosen because it is an excellent State from the standpoint of national periodical circulation, and a State rich in

land wealth.

GETTING RECALCITRANT SALESMEN IN LINE

I, personally, spent much time on the territory, attempting to show the salesmen, who believed in selling a few accounts, the folly of this practice, explaining that the firm was paying big money for advertising matter to go into every home in each man's territory, and that he on his side was selling to a few of the dealers and, therefore, reaching in that way only a comparatively small number of the people who were being educated to call for the company's merchandise.

In one case the salesman said:
"If we opened another account in N— my best customer would leave me. We may sell four or five other men \$100 worth apiece, but you will make me lose an account which pays \$2,000 a year, and you can't show me the wis-

dom of that, advertising or no ad-

vertising."

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I then asked this man if he was willing to have me try it in one town that we might prove who was right, to which he assented. I therefore, went into the town in question, going straight to the best customer and explaining the same thing to him I had explained to the salesman about what I call "thick advertising and thin dis-tribution." I told this man that, if we could handle the accounts of his retail competitors, instead of our manufacturing and jobbing competitors handling them, every dealer in town, to a man, would be advancing arguments in favor of our goods which he so generously stocked. I told him that, inasmuch as he enjoyed the bulk of the business now, he would no doubt continue to enjoy it.

I explained to him further that if we could get all of the business in the town, it would give us more money to spend for advertising and more money to give him on display material for his store. I told him that it would better enable us to control the price situation, in case of any difficulty, and laid particular stress upon the point that if retail competitors sold the same merchandise that he sold, instead of drawing their fire when customers inquired for our merchandise there would be a unity of opinion as to its good quality and, therefore, he would derive certain benefit from the "word-of-mouth" publicity of his

competitors.

Without much difficulty I convinced him that his superior service would be enough to bring patronage to his store and that perhaps it was wise to have these competitors carry the same mer-

chandise.

Following this interview I took my sample case and sold six other accounts in the town, went to the various banks to which I was referred, got satisfactory credit references, made sure as I could legally that there would be no pricecutting conditions, and brought back as a result of this expedition, a nice little total of orders.

The salesman would not be-

lieve that his customer would hear of such a thing, much less could he believe that his pet had sanctioned the sales. This was a case where it was necessary for time to tell, and time did tell. Wide distribution in this town has not reduced the yearly volume of business, but on the other hand has materially increased it. In this manner we went from town to town until at the end of one year we had a record in this territory of an increased volume of 23 per cent as against eight per cent of the year before.

Getting all the facts and figures that I had to command, as a result of this investigation, I went before the president again and explained my findings regarding his "thick advertising and thin distribution." I showed him whence his losses had come and convinced him that he could put on ten more salesmen as soon as he could train them for the work, leaving him perfectly satisfied that the fault was not in the advertising, but rather his own for leaving well enough alone when conditions were good. And these new salesmen, as well as the old hands, are impressed with the folly of passing up smaller outlets when the "star" has been sold in any given town

H. R. Doughty With Ruthrauff & Ryan

H. R. Doughty has joined the staff of Ruthrauff & Ryan, New York advertising agency. Several years ago he was connected with the Moore Brothers Company, of Joliet, Ill.—then the Joliet Stove Works—in charge of its advertising. Later he became associated with the Gerlach-Barklow Company, of the same city. He has now resigned as direct-advertising division to go with Ruthrauff & Ryan.

Arkenberg Opens New York Office

The Arkenberg Special Agency, of Toledo, Ohio, which specializes in newspaper classified advertising, has opened a New York office, with E. A. Arkenberg in charge.

Stevens & King, Inc., New York special representatives, have been appointed to represent the Sioux Falls, S. D., Argus Leader and the Springfield, Ill., News-Record.

The Kind of Editing That Counts in "the Family Organ"

How It Should Be Run and How the Matter Should be Obtained

By Edwin A. Walton

Adv. Mgr., Burroughs Adding Machine Company, and formerly Advertising Manager of the Timken Roller Bearing Company.

AN anyone imagine a family the members of which would gather day after day without gen-eral conversation? If, then, you would have the members of your business organization feel a family interest and pride in their work, you must provide the means for exchange of ideas and news. Can anyone imagine a happy family where the father does all the talking? No; even the smallest child

must have his chance.

To my mind there is no more potent factor in the development of the family spirit in an organization than a well-edited houseorgan. And able editing necessarily means that the employees themselves shall do most of the talking with only a very moderate amount of talk from "father." Of course, as in the household, "father" should direct the conversation so that it will be harmonious and helpful to all. Much depends on "father," who, in the case of the employees' houseorgan, is the editor.

While there are important lessons to be drawn from the ideal of the happy home, there are also important differences that must be kept in mind. It isn't practical to let many of the employees actually write articles. Few of them have the training or ability to write. Yet the house-organ should contain the thoughts they would like to utter if they knew how to utter them in print. I mean, of course, the good, constructive thoughts or the interesting, helpful

news.

To get these thoughts and these items of news requires the ability to "mix" on the part of the editor, and it requires the "nose for news." The best house-organ writer I ever knew had a wonderful faculty for making friends in the organization, from president to truck-pusher. He called most of them by their first names or their nick-names; he learned much of their home life, the composition of their families, their sports and hobbies—and he remembered what he learned. He sympathized with their aspirations and patiently listened to their complaints, though he was ever careful not to encourage or to repeat negative comment.

This man was always a welcome visitor in the factory and quite naturally the men delighted in giving him the news. In fact, news came so easily that it was ever a question of elimination rather than of the manufacture of this important commodity. Whenever an employee had made an extra good production record or devised some new way of improving the product you may be sure he watched for his "friend" to come 'round to tell him about it.

The successful editor must be a reporter, with the reporter's instinct for newsy material in line with the main object of the publication; he must be a salesman, with the salesman's faculty for making and holding friends; a diplomat with both the men and the management; a thorough student of company policy; a writer, ca-pable of reflecting that policy in every line of his copy-never in the preachy way, but rather in the subtle manner that gets the policy across by the news route.

To hold his news sources month after month, in spite of individual views as to how things should be printed; in spite of natural prejudices, jealousies and the resentment often stirred up when copy is cut to suit space and policy, the house-organ editor has to employ an immense amount of diplo-

macy.

News must be gathered from the (Continued on page 109)



Elegance

YOU can suggest the "Elegance" of your product in the paper as well as in the wording of your printed matter.

You can express the "Strength" of machinery, the "Femininity" of wearing apparel, the "Dignity" of a profession, the "Exclusiveness" of an automobile—the "atmosphere" of any product, with Strathmore Papers. By their very look and feel these papers utilize the power of suggestion to say your say.

Our graphic demonstration booklet "Paper does express" will show you how to make the paper of your booklets reiterate the message of your wording. Write us or ask your printer for a copy. The Strathmore Paper Co., Mittineague, Mass., U. S. A.

STRATHMORE EXPRESSIVE PAPERS

THE AYER & SON ADVERTISEMENT (Continued)

Northern New York, which has become known the country over as the home of the Welch Grape Juice Company, or Canajoharie, made famous through the Beech-Nut products. The name of almost every town in New York suggests some widely advertised article—Troy means collars and shirts; Ilion, filing equipment, typewriters and firearms; Utica, knit goods; Oswego, starch; Rochester, clothing—and so on through an extended list.

Yet, despite the wonderful advertising achievements of numbers of New York manufacturers, there are many others who have not availed themselves of their opportunities.

Why the silence on the part of the glovers of Gloversville and Johnstown? Especially now, when foreign importations are a problem, should not the fine gloves of New York come into their own?

What about your flour, Rochester? Why should Minnesota be left with practically an open advertising field for this great staple?

And shoes and neckwear and agricultural implements, in which New York stands so high productively, why aren't these products more widely known?

New York City herself is neglectful of many fine advertising opportunities. For instance, she turns out countless thousands of outergarments and undergarments for women that are unidentified by the makers' names. These garments are sent to every corner of the Union, yet the women of the country do not know them by name. Duplicating any garment is almost an impossibility for consumers. The trade-marked merchandise of this description is of such small volume as to be all but There is an unknown quantity. room for the national advertising of women's garments made in New York. There are, also, com-paratively few nationally advertised lines of men's clothing made in New York State, and the total

output, in suits and overcoats alone is so great as to beggar the imagination.

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New York City is the financial center of the country, with its great banking institutions and big captains of industry. It is also the poverty center of the country, with its teeming tenements and jobless thousands. It is the stylesetter for the nation, yet among its polyglot populace are some of the most wretchedly garbed people in the world. It is the hivingplace of artists and writers; also of tramps, beggars and thieves. It has the finest and most modern transportation system in the world. It is also the only city in this country in which the antiquated horse-pulled street-car may still be found. It is beautiful and ugly. It is fine and it is vile. It is everything rolled into one great turbid, struggling mass of humanity hailing from everywhere.

75,000 persons die in New York City in a year and 130,000 are New York City has 1,400 churches to fight its 10,000 saloons, and 11,000 policemen to keep its naughty children in line. Some of its building lots sell for \$700,000 apiece. Of milk it drinks 15,000 barrels a day and uses 16,-000,000 barrels of water. In the city and within commuting range live seven or eight million people, a large part of whom spend their waking hours between burrowing underground in the subways and working in buildings whose "sky-ish heads" almost penetrate the clouds.

A marvelous city, indeed, where every extreme meets and which stands to-day as the wonder-spot of all the world.

Now, as to our own association with the industries of New York. If it be true that a man may be judged by the company he keeps, we may well be pardoned for listing with pride our clients in the Empire State. We have the honor to be advertising counselors to many New York manufacturers and to many institutions which are preparing youngsters of both sexes for their places in the world of business and progress. Fifty

(The Ayer & Son advertisement is continued on page 107)

THE AYER & SON ADVERTISEMENT (Concluded)

schools in New York State are our clients. Among our clients who make and sell, or serve, are National Biscuit Company, American Telephone and Telegraph Company, American Sugar Refining Company, Ansco Company, Western Union Telegraph Compeny, Steinway & Sons, William Demuth & Co., Ferris Brothers, Western Electric Company, Encyclopædia Britannica, The Fleischmann Company, Goetz Silk Mfg. Co., Seth Thomas Clock Company, Spencerian Pen Company, General Chemical Company, Smith Brothers, Diamond Match Avenue Company, The Fifth Building, Rosenthal Brothers, Welch Grape Juice Company, La-zell, Perfumer; Whitall Tatum Company, and numbers of others who are advertising nationally through Advertising Headquarters.

What better proof than this list of our clients in one State can we offer of our capability and versatility? These advertisers are of the class for whom only the best is good enough. They sell everything from yeast cakes to pianos, and, in addition, they include public-service corporations who have a story of service to tell.

All these varied interests, ranging from comparatively small businesses to the largest, and with a variety of products which practically runs the gamut of advertising appeal to every class of our population, have come to us as the agency best equipped to serve their widely differing needs.

What stronger argument could we present to prove that we are really a National Advertising Agency, serving equally well both the small and the large advertiser?

Wouldn't it be valuable to you to have the advice of an agency so well associated with signal advertising successes and so thoroughly experienced in all lines of publicity?

N. W. AYER & SON
Philadelphia
New York Boston Chicago

The Backbone of a Magazine

is the subscription revenue. Any one can secure circulation—at a loss. The subscription receipts for Arts & Decoration for 1915 were 50.4% ahead of 1914—and the percentage is growing. The last four months were 62.8% ahead of the corresponding months in 1914.

The figures merely prove our assertion that the fastest growing interest among wealthy and discriminating Americans is in artistic surroundings and distinctive homes.

Wise space buyers naturally watch the mediums which reflect the tastes, intelligence and financial capacity of the reader. Of course, the advertising revenue has increased—to be exact 27.7% over last year.

Arts & Decoration

The American Connoisseur

THOS. W. ASHWELL, Publisher 434 Lafayette St. New York

We shall be glad to send "Facts about Arts & Decoration" to anyone interested.

ALBRO C. GAYLOR Adv. Manager

Effective January first, 1916

The Baltimore News

becomes associated with The Washington Star, The Indianapolis News and The Montreal Star in the operation of the joint advertising office for the handling of Western business with headquarters in First National Bank Building, Chicago. The office will be under the management of Mr. W. Y. Perry and Mr. John E. Lutz. who are prepared to give Western advertising agencies and advertisers their best efforts in serving their interests. Business west of Pittsburg and Buffalo is within the jurisdiction of this office. THE BALTIMORE NEWS makes a strong addition to this well known group of leading evening papers and is prepared to co-operate with advertisers and agencies in the furtherance of their business promotion in Baltimore.

Cover Baltimore at One Cost Use The News

THE NEWS is represented in the eastern field by DAN A. CARROLL, Tribune Building, New York.

entire field throughout which the publication circulates. So, then, the gathering of news calls, first, for a wide-awake corps of correspondents in the different factory departments, office departments and branches. And it demands a general invitation for good stuff, from and about the organization

"family" everywhere.

Of course, the old adage, "If you want a thing well done, do the yourself," applies here broadly. While the editor may have his regular sources of information at "strategical" points, he must not depend too much on the correspondents' diligence for his supply of "dope." As the telegraph or state editor of any newspaper knows, they usually "flatten out" after a while. Then there is the greater proportion of matter for a publication of this kind that cannot be handled by anyone but the editor, who is in touch with company policy, knows the limits of space and the publication's individual style.

When it comes to deciding on what is to be put into a publication of this kind the guiding principle must be the ultimate aim of the house-organ—to cement the relationships of the big family. Human interest must be the bait that is to catch the reader and get the message home. It is, of course, fully as important to know what to omit as it is to know what to

publish.

Whether the story be about a salesman who looks like the president; one of the company's machines that has been on the job 40 years without a hitch, or a factory department foreman who has suffered his head to be shaved to further encourage the growth of hirsute thatch, the principle is the same. Whether the reader laughs with, sympathizes with or marvels at the subject of the story, if his interest is directed company-ward, the story hits the bull's-eye.

There is one very difficult side to the editor's labors. He is often confronted by the manuscript of the fellow who wants his generously detailed personals run "just as they are wrote," or the "brilliant" dissertation of a superior officer whose stuff he knows ought

to be cut or "rehashed," or the piece that some important human factor in the organization has generously offered to write and insists should appear in the very next issue. Often the press is waiting for that very piece and he is up against the time-wasting work of running after the thing until patience almost ceases to be a virtue.

THE STUFF THAT COUNTS

The real stuff for house-organ editing, I have come to believe, is the stimulating, organization-boosting matter that first interests, then incites to loyalty in the broadest sense. So far as the written material is concerned, it should be a judicious admixture of news matter, feature stories, editorial matter, half-tones, cartoons, jokes and semi-official matter, gathered from the four corners of the field, the shop, the home office and the branches. No one department or person should be overplayed or the effect will prove a boomerang.

In organizations where welfare work among employees is part of the company policy a house-organ may very profitably, in the most interesting way possible, give such matters the fullest recognition. Sports have an undisputed place in the columns of such a publication, provided no one department, team or individual is given undue

prominence.

My own advice to a concern wishing to publish a house-organ is to secure an editor of ability and sound judgment, give him considerable time and a lot of help in absorbing company policy and then let him be de facto editor. If he makes a few mistakes forgive him freely, so long as he learns by them and does not repeat the same mistakes. Only by this plan can you get and hold that intangible but very real and very essential something known "pep." Then if, after a fair trial, you find you have selected the wrong man-get a better.

My advice to a would-be editor who has the courage of his convictions that he can be one, is to be de facto editor, get out his sheet and afterward either "sell" his present boss or a new one.

A Developer of Bauer & Black Policies

Stephen H. Black, Who Died Last Week in Chicago, Reputed to Be a Salesman of Unusual Ability —Didn't Believe in "Ginger-Up" Practices—His Use of Advertising

THE death in Chicago, last week, of Stephen H. Black, vice-president of the firm of Bauer & Black, makers of Blue Jay Corn Plasters and other advertised drug specialties, deprives that concern of an executive of the pioneering type. It was largely through his individual salesmanship, PRINTERS' INK is told by an official of the firm, that the business grew from a modest beginning into a concern capitalized at over \$600,000. In the trade Mr. Black is spoken of as the best salesman in his line, and it is interesting to note, in passing, that Mr. Black asked no greater compliment than to be called a salesman. To his mind it typified more than the average man's conception of the term.

Being first and last a salesman, even though he was the sales manager of the second largest business of its kind in the country, some of Mr. Black's views on han-dling salesmen and helping salesmen should be of interest. He regarded the salesman as something more than a machine for grinding out business. Regarding his sales force as he did, he would have none of the newer methods for "gingering up" and "tuning up" his men. Perhaps his policy could best be summed up by stating he was an individualist. He did not favor methods that deal with his men en masse. When a man's sales dropped off he was quite likely to jump on a train and go down and work the territory himself to find out what was the matter. He never allowed himself to feel that he was too big a man to put a sample-case under his arm and go out into the field. As he grew older he supplemented this method by calling in his men for personal talks at the factory. At one time he was persuaded to call a sales convention and the salesmen from all over the country were called in to attend. He never held another. He believed the cost was out of all proportion to the benefits they got out of it, because this method did not permit a sales manager to get into close personal touch with a man, and to get right down to the heart of the problems that bothered him. His whole idea was to help a man to get more business by co-operation rather than by inspiration.

This idea is reflected to a great extent in the advertising done by the company on its Blue Jay Corn Plaster. Both Mr. Bauer and Mr. Black look upon advertising largely as a salesman's help. By concentrating on this specialty they have created a leader that wins for their men a favorable reception. The leader carries the other specialties along with it, and largely as a result of this continual backing up the salesmen Blue Jay Corn Plaster is claimed by its manufacturers to be the largest selling corn plaster on the market to-day. During the past few years Mr. Black gave more and more of his personal attention to advertising, and realized very fully its great value to the company as a

selling lever.
Mr. Black belonged to that class of sales managers who have fought their way to membership in the firm by sheer selling ability. Born in 1861, he started selling as soon as he had finished school. At twenty he was in business for himself in Omaha. Two years later he came to Chicago. At that time the present business, under the name of Bauer Brothers, was sadly in need of someone to go out and sell its product, the old Frost King and Queen chamois vests, which will be remembered by the older generation of advertising men. Mr. Black proposed organizing a new company with him as sales manager, and the present firm of Bauer & Black joined the advertising ranks. From time to time Bauer & Black pushed other leaders in the advertising. but their big success has been Blue Jay Corn Plasters. Mr. Black's death followed an attack of apoplexy, after nine months' illness.

- Comment



Silver Plate that Wears'



WHEN there is a newly wedded pair to be remembered, an anniversary to be celebrated, or when any one is to be gladdened by a gift, remember there is a brand of Silver Plate so standardized that the name really adds to the intrinsic value of the article.

INTERNATIONAL SILVER CO. Meriden, Conn.

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The World's Largest Makers of Sterling and Silver Plate

"Ten Thousand Dollars' Worth of Herbert Kaufman"

A MASTERSTROKE IN THE USE OF PRINTERS' INK

THE double-page ad. in the Saturday Evening Post of January 8 (costing \$10,000) to announce

HERBERT KAUFMAN'S WEEKLY PAGE

represents the largest expenditure ever made in America for a single announcement of a newspaper feature. In the same degree it expresses the faith of King Features Syndicate in the value and importance of that feature. We believe that this advertisement without a parallel describes a feature without a parallel.

As to newspaper writers—there have been only two kinds: men who knew writing but didn't know business, and men who knew business but didn't know writing. Either could be imitated or duplicated.

A man who knew both writing and business, and both in an eminent degree, would have to be regarded

as unique.

Such, in fact, is Herbert Kaufman.

Such, in fact, is Herbert Kaufman.

No other contributor to the American press has his equipment of experience, of inspiration—of sheer genius. He is the only writer who has penned classic poems and directed national selling campaigns with equal facility and equal success. He is the only writer whose fame in literature is fully matched by his fame in business advertising. The same pen that wrote "The Dreamers," "Why Are You Weeping, Sister" and "The Dirge of Doubt," analyzed and planned the worldwide selling campaigns embraced in the advertising of the National Cash Register, the International Harvester Company and similar organizations.

There is no other Kaufman. There can be no other Kaufman feature—no other feature like Kaufman.

Here are some of the first newspapers to secure the Herbert Kaufman Weekly Page:

Atlanta, Ga., American Boston, Mass., Herald Battimore, Md., Sun Chicago, III.. Examiner Cincinnati, O., Commercial-Telbuse Cleveland, O., Plain Dealer

Detroit, Mich., Free Press Denver, Colo., News Kansas City, Mo., Post Los Angeles, Cal., Examiner Louisville, Ky., Herald New Orleans, La., Times-Picayune

New York American Philadelphia, Pa., Public Ledger Pittsburgh, Pa., Gazette-Times San Francisco, Cal., Examiner Washington, D. C., Star Montreal, Canada, Herald

KING FEATURES SYNDICATE

35 West Thirty-ninth Street

New York City

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Associated Clubs Bring Out Another Cherington Book

"The Advertising Book for 1916"
Intended as Part of a Permanent
Reference Library—Supplementary Volumes to Be Issued
Annually, Thus Keeping Subject
Matter Abreast of the Times

WHEN the Associated Advertising Clubs brought out the first Cherington book, "Advertising as a Business Force," years ago, it was recognized that events would sooner or later make revisions necessary. It is a striking commentary on the rapidity of advertising progress that the short space of three years necessitates a new volume of 600 pages to bring the record up to date. In "The Advertising Book for 1916," which is announced for publication January 17, Mr. Cherington has brought together a great deal of supplementary matter, as well as matter which is clearly intended to bring his earlier work abreast of the times. It is the present intention to issue these supplementary volumes annually, so that with the first book as a basis they may form a practical reference work on merchandising topics.

It appears that the writer upon a subject like advertising, which is very much alive and in the full tide of progress, is confronted with an alternative. He may indulge his personal vanity to the extent of drawing a lot of conclusions which the progress of the art will promptly relegate to the limbo of the obsolete, or he may resist the impulse to pose as an authority for all time, and spread upon the records the tangible evidence which will have its value until it is overruled by experience. Cherington's work is of the latter sort, hence it is very seldom necessary to qualify his statements with the "important if true" proviso, and one need never stop to inquire as to whether he is discussing advertising as it ought to be (in his estimation), or is talking about advertising as it really is,

As was the case with his earlier

book, the present volume is very largely made up of material which has appeared in Printers' INK during the past three years, with occasional excerpts from other business and advertising publications. Mr. Cherington attempts to do little more than select his material for its significance, arrange it according to its place in a general scheme, and illuminate it with a few words of comment-but in reality that is a great deal. In his chapter on "Advertising and the Consumer," for example, he is able to show by the simple arrangement of the evidence and without preaching, how important a problem it is to deepen the understanding of advertising, both on the part of the general public and on that of advertisers themselves. It is easy enough to generalize about an abstract problem of that sort, and far too easy to explode opinions about it. It is quite a different matter, however, to set it up in the proper perspective, show the many different angles from which an adequate solution of the problem must be approached, and leave to experience the task of working out the best possible solution. Without getting his feet off the ground, Mr. Cherington is able to point out the broader developments which advertising is approaching, and at the same time to show conclusively that the solution of the broader problems must spring from the practical interpretation of everyday experience.

The book is, further, to be praised quite as much for its arrangement as for its subject-matter. Articles which deal with the progress which has been made in advertising methods—that is, in the use of the tools of the technical advertising man, such as methods of analysis, mediums, catalogues, etc., etc.—are placed in the second section of the book. relationship of advertising to business, in the broad sense, is the subject of the earlier chapters, taking up in succession such topics as Advertising and the Consumer," "Progress in Retail Advertising," "Retailer's Field and Problems,"
"Dealer Helps," "Retailer and National Advertising," "The Department Store and National Advertising," "The Chain Store Problem," Under the latter head, for example, Mr. Cherington reprints a good deal of the material which appeared in PRINTERS' INK during the fall of 1914, and which still remains the most important contribution on the subject. Each separate topic is similarly treated, and the executive who is interested in advertising without being concerned with its technical details will find the first section of the book quite accurately fitted to his

needs

That is not to say, however, that the technical side is neglected. Quite the contrary; in fact, almost exactly half of the 600 pages is devoted to the record of progress in actual advertising practice. Making investigations and handling statistics, fixing advertising appropriations, building catalogues and handling direct-by-mail campaigns, etc., are well represented. book gives a record of progress in handling circulation questions, in the protection of trade-marks, and the adoption of standards of practice by the various groups of socalled "advertising interests." The list of State laws against fraudulent advertising is given in full, together with a quite comprehen-sive outline of the development of the Vigilance Committee move-

Of course, the practical value of the plan to make the series of "advertising books" a permanent encyclopædia of advertising practice will depend upon the wisdom with which the included material is se-

hoted

E. N. Brown Secretary of Bayer-Stroud

E. N. Brown, New England representative of the Bayer-Stroud Corporation, New York advertising agency, has been elected secretary of the company and transferred to the New York office. The Boston business will be handled from New York headquarters hereafter.

Death of Founder of Kansas City "Journal"

Colonel Robert Thompson Van Horn, founder of the Kansas City Journal, died January 3, aged 91 years. At the time he retired in 1896 he had been editor of the Journal for 41 years.

Gravestone Publicity

Quite a little comedy has occurred in advertising recently which raises the whole question of taste and the fitness of publicity at certain times, in almost a new form. A Newcastle marble mason has come into collision with the Rev. W. G. Bird, the vicar who controls Gilsland Churchyard. The Newcastle marble mason having completed a headstone, the inscription of which was sanctioned by the vicar, added his name, trade and address in bold letters at the foot of the stone. As far as we can gather, the vicar wanted the obtrusive advertisement removed, and the marble mason insisted that it should stand. The matter came before Chancellor Prescott, in the Consistory Court, who gave authority for the removal of the tombstone unless it is altered to meet the wish of the incumbent. Commenting on the matter, the Carlisle Journal suggests the decision is approved locally, as we think it ought to be. Believers in advertisements ourselves, we certainly endorse no method of publicity which offends public sentiment or debases sacred things. It is not often the question of advertising on gravestones arises, and we should think but little of advertising men as a body if it did, but consideration of the Gilsland dispute recalls to mind two quaint advertisements which are included in Henry Sampson's "History of Advertising,"

It is not often the question of advertising on gravestones arises, and we should think but little of advertising men as a body if it did, but consideration of the Gilsland dispute recalls to mind two quaint advertisements which are included in Henry Sampson's "History of Advertising."

Mr. Sampson is not too explicit, but he claims that in one old churchyard in the North an eloquently carved memorial stone bears the inscription: "Sacred to the Memory of John Roberts, Stone Mason and Tomb Carver, who died on Saturday, October 8th, 1800." The last line of the inscription says: "N. B.—Business carried on by the widow at 20, Freshfield Place." Mr. Sampson thought that the excuse for the Widow Roberts might be that she was in the tombstone line herself, but there does not seem much excuse for a further example, which he quotes in the form of a reproduction of a sketch of the tombstone itself. The tombstone is stated to have positively stood in a churchyard near Gateshead, and the inscription quaintly reads: "Here lyes Jeremy Jobbins, an affectionate husband, and a tender parent. His disconsolate widow, in the hope of a better meating, continues to carry on the long established tripe and trotter business at the same place as before her lamented bereavement. Reader pause and notice the address." This shoulish advertisement is certainly not without humour, but we fancy our historian's leg was pulled by his correspondent. We like not that alliterative Jeremy Jobbins, nor the name Jobbins itself, and we are very suspicious indeed of the "disconsolate widow." — The Advertiser's Weekly, London.

Darrell Associated with New Orleans "Item"

L. P. Darrell, for many years as sociated with the advertising department of the Washington, D. C., Star. has joined the advertising staff of the New Orleans Item.

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THE COMPANION'S NEW HOME

FTER TWENTY-FIVE YEARS in its old building, The Companion begins the new year in a new home. Twenty-five years is not a long time; but in those particular years the business community has made a notable advance in its knowledge of the principles of efficiency and of the practical methods of applying them. The new Companion building is a huge machine planned with the best modern knowledge and engineering skill to further the most economical and efficient handling of The Companion work.

The building faces Commonwealth Avenue,—the most beautiful thoroughfare in metropolitan Boston,—and looks up the Charles River to the Harvard Stadium, and down it across the Back Bay to the State House on Beacon Hill and the picturesque tower of the Boston Customhouse. Here shall be one continual "At Home" for old friends and new, with the Publishers' cordial welcome.

THE YOUTH'S COMPANION Commonwealth Avenue and St. Paul Street, Boston, Mass.

It is Readers that Count

I know of but two Agricultural Publications in the U. S. which submit to the exact and rigid audit of Price, Waterhouse & Co., chartered accountants.

They are:-

Country Gentleman of Philadelphia and Better Farming of Chicago.

The report for 1915 rendered Dec. 28, showed that Better Farming has distributed an average of 318,750 copies for the 12 months: 309,963 of which were to paid subscribers.

Paying subscribers are reading subscribers!

Reading subscribers are the only kind that pay advertisers.

Better Farming has them, lots of them, of whom those below are typical.



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A FATHER'S OPINION

Editor of Better Farming:

I sent you \$1.00 for a five-year subscription. Now I have received three copies of your paper. They have given me a new interest in my job. I want to do not only better farming, but do better living. There is a tone to your paper which makes me want my whole family to read it and they do. If any paper deserves a million circulation, it is yours.

Iowa. E. C. STOVER.

A MOTHER'S OPINION

Editor of Better Farming: -

I have just read your paper from front to back. It set me tingling with enthusiasm. I am glad I am a farmer's wife, and am glad to have your help and inspiration in my work. Your last number is an agricultural education mixed with the spice of politics, a flavor of fun and a good wholesome dredging of ethics and religion. I don't know whether our subscription is out, but here is a dollar for another five-year term.

Ohio JENNIE STEWART.

Better Farming is "The Trade Journal for Better Farmers"

A. GANO BURT, Adv. Manager 141 W. Ohio St., Chicago, Ill.

GRAY CRANE Genl. Manager 1182 Broadway, New York

Merchant's Fight Against the Chain Store

(Continued from page 12)

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fair and honest. It doesn't seem to be their policy to play their independent competitor dirt. They do not deliberately try to kill him. It is rather their policy to ignore him entirely, with the idea that their superior methods will eventually eliminate him. I could not have expected cleaner competition than the chain gave me. Though they put me out of business and caused me to lose a pile of money, it was not unfair tactics that did it. It was the efficiency of their merchandising.

The ruthless methods, formerly practiced by some of the cigar and drug chains, are not in vogue with the ten-cent syndicates. They seem to have anticipated legislation anent unfair practices, and have regulated their methods accordingly. Furthermore, the chain people know that it would be poor business policy for them not to recognize the fine ethics of trading, which is growing so rapidly in this country. Of course individual employees of the chains occasionally do things that would not receive the sanction of their superiors.

A few years ago one of the superintendents of one of the tencent syndicates went into the store of an independent variety merchant in whose town the chain was about to open. He sneered at the independent man's store, and boasted loudly that they would have him out of business in two months, and would then have the town to themselves. As a matter of fact, the local merchant had a fine store that had been popular for years. He seized upon the boast of the chain-man and gave it the widest publicity. The public resented the attitude of the newcomers, and to this day they have not made their store in that town a success. The independent man is bigger than ever.

Every time the independent retailer makes a new move he has to experiment until he finds the right method. It is true that books and trade journals can bring him much help, but in most cases he will have to adapt the suggestions received from these sources until they fit his own peculiar conditions. This generally requires experimenting. With the chains all practices have been standardized, and all a manager has to do is to follow the schedule and he is pretty sure to be fairly successful.

By some, standardized practices are claimed to be one of the defects of the chain-store system. It is said that a manager will follow the standard so closely that he will not use his initiative and create new methods. But this theory does not work out in the actual operation of the stores. Most of the managers are ambitious. They are anxious to make a showing, and also to earn more money for themselves. fore, they actually do create new selling methods, and are con-stantly striving to improve the old methods and to increase the efficiency of their merchandising. Furthermore the discoveries that are always being made by the more progressive managers are passed on to all the managers and are eventually adopted as part of the standard practice. Hence the service of the chain is being continually improved. The cumulative experience of the chain stores. gleaned from the methods of hundreds of their managers, is an asset that no independent merchant can have.

HOW THE CHAIN WINS

I know that, on the average, the line-store concerns buy considerably cheaper than their independent competitors. However, the cost of running the system, the superintendence and the overhead burden, a portion of which every local store in the chain must pay, eats up what is saved through the superior buying facilities. then it is the money that is put into the system and the superintendence that enables the chain to do a much larger volume of business in each of the stores than the independent man can do. In

other words, by investing the money saved in buying in the improvement of the service the chain can whip the independent merchant. If he were to spend so much to improve his service it would have to come out of net profits, as he has no buying savings fund to draw on. I put more money into service than my profits would allow, and still my service wasn't sufficiently attractive to hold the trade.

SKILLED MERCHANDISERS MIGHT HELP

Not being able to find the best methods of merchandising an article is a thing that greatly handicaps the independent mer-chant. Manufacturers and jobbers will have to instruct the retailer in the best ways of selling their lines. Some of them have already started. Independent fiveand ten-cent men, for instance, selling three to five dollars' worth of candy in a day by the use of ordinary hit-or-miss methods, could easily increase those sales to \$25 or \$30 a day by proper methods. This has been demonstrated innumerable times. tremendous increase in the sale of popular-priced candies, in other than chain stores, is due to the fact that several live manufacturers are showing the retailer how to sell candy. But who is showing the retailer how to sell lace and embroidery, china and dozens of other things that so very many dealers are finding money-losers?

As far as my observation extends, the chains are anything but a menace to the community in which they enter. The aggressiveness of their methods livens up the retail business of the whole town. They draw more trade and from further distances than the town ever had before. They employ more help, maintain larger daily bank balances, pay larger rents, spend more money for repairs and improvements than their independent competitors do.

It is a mistake to think that the chains want to put the independents out of business. They have no desire to monopolize the retail trade. They want to make

each of their local stores pay. If they can do that they don't care how many competitors they have, The chains would be very foolish if they wanted all the retail field to themselves. There is no place better for the line stores than a town where there is a lot of aggressive, hustling, successful merchants, all going out after business. I doubt if the chains would locate in a city where there isn't a lot of prosperous business men The chains know that it takes many successful stores to pull trade to a town. It is to their interest to have these stores remain successful.

The first year's business of the chain in our town was over four times what mine was my best year. That will give you some idea of the comparative efficiency of our stores. A lot of this business was actually created, some of it was taken from me, but most of it was taken from the candy stores, dry goods stores, hardware men, druggists, etc. They all told me that their sales were less on all items on which they competed with the chain, but they also claimed that the chain helped their general business. Chain methods had stimulated the retail business of the entire community. Chain enterprise had created not only an increased demand for ten-cent goods, but for the better merchandise as well.

INDEPENDENT HAS ADVANTAGE IN ADVERTISING

In my competition with the chain people a few points were in my favor. When it came to advertising I had the advantage. The chains confine their publicity about entirely to window leaders. This method of advertising does not reach out, in an effective way, to the country trade. My newspaper and circular advertising got my message to the country people much better than the chain store was getting its message to them through window displays.

The chains don't allow their local managers much initiative in deciding important matters. This helps the independent merchant in many ways. I am going to men-

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H. R. Doughty

now with

Ruthrauff & Ryan

Mr. Doughty's association with this agency brings to our clients the services of a man who for sixteen years has welded the sales activities and advertising of large concerns.

During this time he led for several years a sales organization of 150 men for the largest firm of its kind in the world.

Mr. Doughty came with us at the beginning of the New Year. He will strengthen this organization, making it possible for us to back up better than ever our policy of intensive service.

> "First Hand Service" is the title of a little book which will be sent gratis to any advertiser. It contains human interest stories of greater sales per dollar invested.

450 Fourth Avenue, New York

A Wonderful Business Year

First in Advertising—

The Des Moines Capital in 1915 published more advertising than any other Des Moines newspaper. At the same time The Capital published the greatest amount of advertising in any one year in the history of the paper.

The Capital also gained 15,014 inches, or 210,196 agate lines, over the same period of a year ago.

Total advertising published in all Des Moines newspapers during 1915:

INCHES

Capital . . . 380,468 (313 issues)
Nearest Competitor, 371,446 (365 issues)
Next Competitor . 312,722 (365 issues)
Next Competitor . 328,183 (313 issues)

The Des Moines Capital

A CLEAN, CONSTRUCTIVE NEWSPAPER

LAFAYETTE YOUNG
Publisher

Special Representatives O'MARA & ORMSBEE New York and Chicago

tion one incident. A scare-headliner accident happened in our town. I immediately had special postal photos made of the scene and of some of the people involved. I sold \$450 worth of these before my syndicate competitor had received its supply. Of course when they did get theirs, their retail price was less than my cost, and as a result I sold few cards after that. I was told that the chain eventually sold \$1,100 worth of these cards. This shows that the independent man is apparently allowed a few moments of success occasionally, but just as he is beginning to enjoy the advantages of his position the advantage is snatched away from him.

Still, these temporary advantages which the independent merchant enjoys once in a while give him a little profit that enables him to keep up the fight. If these advantages come often enough, and if the local retailer is shrewd enough to seize them instantly, it is possible that they will give him sufficient profit to enable him to succeed, despite his giant competition. The nature of these advantages are so diverse, and many of them are of such trifling importance that I will not attempt to describe all of them here. I'll refer to just two or three. average chain store is continually running out of fast-selling staples. This is due to the buying limit that holds down the purchase of each local manager. Also the fact that many of their shipments come a long way has something to do with it. Folks who are in a hurry for things can't wait for delayed shipments, and hence are likely to buy their temporary requirements from the independent merchant. The chain store would sell a dozen or two of some big article for ten cents. As the supply was limited, hundreds of people would be disappointed. Many of these would later buy the article in our store at regular prices rather than go home without it. A very large proportion of our business came to our store as a result of the chain being "out" of articles.

Many of the chain managers

don't believe in catering to the trade of children. They claim the children pilfer and break more than their patronage is worth. For this reason the chains don't always get the school-supply business, nor the pennies of which the modern child has so many to spend.

While, as I have already claimed, the chains most invariably give superior values, once in a while they try to give quantity at the expense of quality. When they opened in our town the Big People sold about a peck of wood screws for a nickel. My old customers pointed to this as indisputable proof that I was robbing them. However, later on they discovered that the chain-store screws were no good, and as a result I regained a part of my lost business on this item.

Farmers do not like the exact, rule-bound method of the syndicates. They resent the machinelike way that the chain stores are operated. Besides, farmers are slow to switch their patronage from one store to another. In getting the farmers' trade, prices being equal, the independent merchant has the advantage. course this is partly due to the fact that the only advertising the chain people do-window displays -does not always reach the dweller in the country. It therefore takes the farmer a long time to become acquainted with the exact character of service the chain people have to offer him. He thinks it is a "toy store," a "sec-ond-hand store," a "crockery store," a "notion store," or some other kind of a store except the kind of a store that it actually is. He gets these erroneous ideas from hasty glances at the windows. Of course after the chain people once get the farmer started coming their way the independent man can say "good-bye" to his trade.

The clerks in the chain ten-cent stores are automatons. Few of them ever become salesladies. The chains depend on their displays and signs to do all the selling. This gives the independent man a slight advantage. He can

teach his clerks to sell goods as well as to wrap them up. Enticing displays are valuable, but they can never take the place of sales-

manship.

The shrewd observer will discover that there are several minor weaknesses to the chain system of retailing. The wise independent merchant will take advantage of the defects in the methods of his big competitors and will make the most of his opportunities. By doing so perhaps he can survive.

THE FUTURE FOR INDEPENDENTS

Though the five- and ten-cent syndicate store put me out of business, reduced my supply of this world's goods to almost zero and landed me back behind the counter working on a salary, still I am not pessimistic enough to think that the chains will finally monopolize the retail business and that the independent fellow has no chance. Though I believe the chains are destined to grow in numbers, importance and power, still there will always be many independents making a success of their business, despite all that the line stores can do to down them. There will always be thousands of men and women going into the retail business with high hopes and big plans. A percentage of these will succeed. The rest will stay in the game from one to ten years, getting a fair volume of trade and making at least a living. They will finally sell their stores, be succeeded by others, some of whom will get ahead and make money.

Please understand that in this story I am advancing no theories. I am merely relating facts as I myself have faced them and been defeated by them. I am telling why I failed, and in doing so I am telling what will most likely happen to the average ten-cent merchant should he be compelled to face similar circumstances. Better merchants placed in my position might have weathered the storm. I don't know. I tried hard to succeed. Some of the jobbers and two or three manufacturers tried to help me. They lent me their best merchandisers, but it did no good. I failed because I was in competition with better merchants. I am not blaming anybody but myself.

In concluding this article I am going to quote from five letters each of which was received from a man in the ten-cent business, and each of whom is supposed to be successfully competing with a chain store. I have in my possession dozens of letters from merchants on this subject, but I am using these particular five because each of them views the problem discussed in this article from a

different angle.

The first letter is from a merchant who has been contending with chain-store competition for years. He says, "When Blanks first came to town they worried me a lot, but I don't pay any attention to them any more. I run my store and let them run theirs. We are both successful. I can't see how they hurt me any." This poor man is working under a de-lusion. He thinks he is successful, but he isn't. He has been in business for years, and is rated only \$1,000 to \$2,000, poor credit. He is frequently referred to as an independent who is putting one over on the chain. While it is true that his yearly sales are large, he is not making any profit. He is just making both ends meet, and is getting but a meager living for all his trouble. This man is not successfully fighting the chain. He is a typical example of many in the ten-cent business. linger on despite the opposition of the syndicate, but they surely cannot be counted as successful merchants.

The next letter is from a real merchant who is actually succeeding, though the chain people have been opposing him for four or five years: "I hate to think of that first year after the Big Folks fired their opening guns in this town. Things went badly with me. But I was fortunate in having enough capital, and therefore stuck it out without any great inconvenience. The second year I regained some of my lost trade and made a little profit. About this time it occurred to me that I

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-you want to give your copy 2,000,000 chances to make good every day.

place it in the N.Y. City

TELEPHONE DIRECTORY

forms for Feb.issue close-Jan 25

NEW YORK TELEPHONE CO. 25 CHURCH ST.N.Y., P.W. ELDRIDGE, SALES MOR





CHARLES DANIEL FREY COMPANY

Advertising Illustrations

MONROE BUILDING CHICAGO

Records of 1915

Sportsmen's, outing and outdoor magazines

Total Volume (Printers' Ink Count.)

Field and Stream 135,154 2nd 132,916 3rd 95,885 4th 81,273 5th 79,558 6th 71,249

Tackle

Fie	10	ŀ	R.T	n	d	1;	S	t	r	e	a	r	n	1	Lines 17,472
2nd															13,524
3rd															13,440
4th															7,882
5th															3,878
6th															3,836

Arms and Ammunition

Fie	le	d	8	n	d	S	t	r	e	a			Lines 18,886
2nd													17,836
3rd													14,896
4th													13,272
5th													13,216
6th													9,044

Boats, Engines and Canoes

Field and Stream .	Lines 13,021
2nd	12,570
3rd	11,849
4th	10,607
5th	8,549
6th	5,176

Member of A. B. C.

Surely a magazine which con-

tinues to make records in its field ought to do well for any advertiser whose message is for the better-than-average man.

would be better off if I got my personality into the background. The people knew me too well. They seem to think that Sam Smith, whom they all knew. couldn't possibly give as good values as the chain-store people gave. I therefore donned a suit of dignity and let the people see I wasn't such a common sort of fellow after all. I soon bought a store in another town and gave all of my time to executive work. I now have several stores and use exactly the same methods that the Big Fellows do. As soon as I bought the second store the trade had more respect for me, and I've had little trouble since.

The following letter comes from a man who has been phenomenally successful in the five- and ten-cent business. His methods seem to be very ordinary, and yet they have made him wealthy. He wrote me a long letter. I am quoting only the most interesting parts: "When I opened up in this town the chain had been established several years and were doing a fine business. I secured a larger room than theirs and only a few doors away. From all appearances mine is a syndicate store. I use chain methods almost to every last detail. I was successful from the start, and the last two or three years my sales have been astounding. I never tell anyone what they are, because no one will believe me. I've stuck to the ten-cent limit, and since I am getting away with it I have no desire to change. Why my store enjoys such exceptional popularity is a mystery to me. The town is only an ordinary one. I am doing nothing to get business but what dozens of other live ten-cent merchants are doing, and yet I seem to be getting better results than any of them. You see I am not starting other stores because I don't think I could duplicate my success in other towns. I always feel that there is some unexplainable fortunate circumstance working in my behalf that I have done nothing to deserve."

The next letter comes from a man who is often referred to as being a merchant who has splen-

didly survived the attack of the many-stored octopi. In view of this his letter is somewhat illumi-"Before the chain came nating. I was making money in the five-and ten-cent business. But the syndicate people put a stop to my money-making activities. In fact, the first two years after their arrival I lost so heavily that I would have been forced out of business had not one of the jobbers given me unlimited backing. It is true that the tide has turned and the store is paying well now, but I am hardly in the ten-cent business. Mine is really a full-fledged department store. Less than ten per cent of my present sales are of ten-cent goods. I use five- and ten-cent merchandise as leaders and don't expect to make money on them. It is therefore a mistake to say I am competing with the big ten-cent store. I am really in an entirely different business, and the chances are I will eventually throw out the ten-cent department."

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The last letter of the five was written by an independent tencent retailer who is hanging to his business by the skin of his teeth. He has been fighting the chain people for years. The fact that he is still in the game leads many to believe that the fight has been in his favor. His letter lets out the truth. "In the six years that I have been competing with the chain I've lost money every year except one. My annual loss has never been over \$200, but a loss it was. The year that I showed a gain my profit was exactly \$41, and perhaps that little profit was due to a mistake in the inventory. All I am getting out of my business is the \$100 a month which I allow myself as a salary, but in reality I am not even getting \$100 a month because the small yearly loss which I suffer is gradually eating into my capital. I stay at eating into my capital. the business because I don't know what I would do if I gave it up, and then, too, I'm always hoping things will improve. But I'm away past middle life and I'll soon have to do something to insure a better future for myself than this business seems to offer."

EIGHT CONSECUTIVE YEARS OF HANDSOME INCREASES

N 1914 there were five months of War Conditions here, and advertising was in general most seriously affected—almost to a panic point. Yet for 1914 the advertising revenue of PUNCH showed a handsome increase over 1913.

In 1915 there have been twelve full months of War Conditions. Advertising generally has shown some small improvement over the panic conditions of the first war months, but did not revive to normal so far as the vast majority of publications were concerned.

But the advertising revenue of PUNCH for 1915 not only maintained normal figures, but showed an increase over 1914 running into thousands of pounds. As a matter of fact the advertising revenue of PUNCH has for EIGHT CONSECUTIVE YEARS shown a handsome increase over the previous year.

All this constitutes what I believe is an unbeatable record in PUNCH'S class, and I tell it to you that you may understand how thoroughly trustworthy as business-bringers PUNCH'S advertising pages must be to the better-class advertisers who have used PUNCH so liberally, and who alone are admitted to its pages, to permit of such a record of increase of revenue.

For 1916 you can do no better than to concentrate the greater portion of your British advertising expenditure in PUNCH, avoiding experiment and speculation, and making your advertising expenditure over here a safe and profitable INVEST-MENT in a proved and reliable DIVIDEND PAYING medium.

I submit that on the evidence this is good advice.

ROY V. SOMERVILLE
Advertisement Manager, "Punch"
10 Bouverie Street, London
E. C.



Of 250,000 Corporations in the U. S. nearly one-half do not pay—Why?

A RECENT report of the Federal Trade Commission shows that of the 250,000 corporations in the United States, 100,000 have no net income whatever. 90,000 make less than \$5,000 a year, while the remaining 60,000 make \$5,000 a year and over. These striking figures exhibit a condition which has been going on for many years.

Business Education the Remedy

According to Edwin N. Hurley, Vice-Chairman of the Federal Trade Commission, the remedy lies in standardizing business methods and systems and in teaching business men the great fundamental principles of organization and efficiency. Industrial preparedness must be the watchword of the future.

It is just these broad business principles, and the application of them to individual cases, that the Alexander Hamilton Institute is teaching to more than 35,000 men in America today.

This Course and Service is Based Upon the Actual Experience of Thousands of Successful Business Men

The Institute collects, classifies and transmits to you, through the Modern Business Course and Service, the best thought and practice in modern business. It will give you a thorough and sound training in the fundamental principles underlying all departments of business—it will give you a knowledge that could be otherwise obtained only by years of bitter experience—if at all.

Advisory Council

On the advisory council are Frank A. Vanderlip, President of the National City Bank; Judge E. H. Gary, head of the U. S. Steel Corporation; John Hays Hammond, the famous engineer; Joseph French Johnson, Dean of the New York University School of Commerce, and Jeremiah W. Jenks, the statistician and economist.

"Forging Ahead in Business"

A careful reading of this 128-page book, "Forging Ahead in Business," which we will send you free, will repay you many times over. It will help measure what you know—what you don't know, and what you should know—to make success sure. Simply send the coupon below for your copy.

ALEXANDER HAMILTON INSTITUTE, 212 Astor Place, New York City



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Name	 	***************************************		
Business Address	 ****************	*******************************	*************************	**********
Business				

Send me "Foreing Ahead in Business" FREE

How Advertising Won Another Recruit

An Advertising Agent Through Good Salesmanship Wins Over a Hat Manufacturer Who Had Decided That Advertising Was No Good

By Harold Whitehead

[EDITORIAL NOTE.—While this article is written in story form, and while the name of the concern is necessarily disguised, our readers are assured that the treatment throughout is based on facts. The original decuments in the case have The original documents in the case have been submitted to PRINTERS' INK.]

"MERIT" hats sold in the fall, winter and early spring, for the line did not in-

clude straw hats.

Every summer, Marcus Gulden, the head, tail and middle of the Gulden Hat Company, dipped his toes into the sea of publicity. Every fall he inwardly groaned as he wrote out his chest. as he wrote out his check to pay the modest advertising bill that never exceeded \$500. Every spring he swore he would not do it again.

The inquiries his advertising brought were sent to his local agents, but, so far as Marcus could trace, that was the end of it.

"Is it for a joke I spend \$500 a year?" he fumed, as he wrote out his advertising check in the fall of 1913. "I get a lot of bums who ask for our folder and never so much as thanks does anyone of 'em say! They must get 'em' for the kids to cut up!"

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He paused for breath, and then went on: "Didn't I send every agent we got a letter saying do you get orders from our advertising? Over 400 letters we sent out and how many sent back and told me?" He waved about half a dozen letters in the air. "This is all! See it for yourself! They all say it done 'em no good!" Marcus was getting into form, for every year he worked himself

into a tearing passion-he seemed

to get comfort out of it.

"Them salesmen of mine, too! -don't they all say to me that you advertising people play me for a sucker and they can get the busi-ness without I should waste money at advertising? From Chicago I get a letter from Henry Stirling and he says to me, cut out the advertising and give us salesmen a bonus on extra sales. and we'll make that \$500 stay in the family and we'll get the business before it's spent, too!"

Once more he paused for breath, and wiped his now steam-"That boy he speaks ing brow. sense, I tell you, and next year you don't waste time seeing me. and he passed over to Dawson the check he had been waving in the

Dawson, from the Universal Advertising Company, took up his

hat and literally bolted.

At the office he recounted Gulden's outburst against advertising to the other three men of the concern, adding a few imaginings of his own in which he silenced the irate hat manufacturer.

Felton, the head of the agency, never heard the story; he was "uptown," as usual, with a few congenial friends. And as the agency went the way of all mismanaged, neglected enterprises, within the next three months, its lesson was lost on those who could have profited by it.

Thus was a good man turned from appreciating the benefits of advertising, for thereafter Marcus Gulden "saw red" whenever anyone said "advertise" to him.

Gulden had been in business many years. He was a genius in designing hats, and whatever he sold had quality.

HOW THE BUSINESS HAD GROWN

Starting with the idea of having "an agent in every town," he had in 18 years covered some 400 Slow progress, surely: but Marcus was as poor a business man as he was an excellent

maker of hats. The unquestioned style and merit of his goods, plus the assistance of "Abie," had caused the business to grow slowly in spite of poor merchan-

dising plans,

Abie was Marcus' right-hand man. Marcus had found him ten years before, a shivering, starving waif, crouching in his doorway, and had taken him in and given him a job in the factory. Abie's rough but fairly reliable business instinct had caused him to progress until now Marcus shifted many of the responsibilities of the business onto his eager shoulders.

In the early spring of 1914, Phil Ogilvie called on Marcus. Phil was junior partner in the advertising firm of Bartram & Ogilvie. Full of energy, good nature, and good advertising ideas, he was largely responsible for the success

of his firm.

Now Phil planned his work ahead, for he had plenty of gray matter in the right place and knew how to use it. Thus, when he called on Marcus Gulden, he knew the condition he had to meet—he knew of his past misadventures in advertising and of his outspoken opinion of it and all appertaining thereto. Also, he knew about Abie, and of the kindly nature partly hidden under the rough exterior of Marcus.

Thus is the scene set. After an exchange of greetings, Phil opened fire with: "Mr. Gulden, I've come to ask a favor of you. We contemplate accepting the advertising for a manufacturer of high-grade hats, but before doing so we wanted to get an unbiased opinion as to their advertising possibilities. I believe you do, or have done, a little advertising and I would be glad to get your opinions."

Phew! Marcus gave them luridly! There was no question as to his views on the subject.

Before he was through, Abie came in with a new fall model. and an introduction followed. Phil said he was glad to meet Abie, for he had heard of him as a coming man, and asked if the new model was one of his design.

Marcus beamed at this recogni-

tion of his beloved Abie, and told him the object of the advertising man's visit. Abie's view was expressed thus:

"Advertising such as we did is punk, and I don't see how it can help us; but I wouldn't go so far as to say advertising ain't no good—but I think you got to design it to suit your trade—just like designing a hat."

Marcus gave a gesture of contempt, and said: "You always was sweet on them new-fangled notions, Abie, but the regular way of getting business is best, be-

lieve me."

RUNNING DOWN THE REASONS FOR NON-SUCCESS

After some more talk on advertising, which Phil carefully steered into a discussion of advertising in general, he said, casually:

general, he said, casually:
"Mr. Gulden, I wonder if you'd
mind telling me what advertising
you did last year. You've given
me a whole lot of valuable information, and if I could be of any
service to you in return by seeing
if I could find the cause of its
failure, I'd be glad to do it."

More talk, Marcus said he'd had enough of advertising, wanted to forget it; but Abie was anxious to get Phil's ideas, and finally he prevailed. The upshot was that Phil took the plans and copy, and promised to return in a few days.

Phil personally returned the borrowed copy and left a typewritten report, extracts from

which follow:

\$1,900.00

"These are estimated figures, of course, for I had only the first item from you which you called all your advertising; but the other items, of course, come under this head.

(Continued on page 133)

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Anticipating Telephone Needs

When a new subscriber is handed his telephone, there is given over to his use a share in the pole lines, underground conduits and cables, switchboards, exchange buildings, and in every other part of the complex mechanism of the telephone plant.

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It is obvious that this equipment could not be installed for each new connection. It would mean constantly rebuilding the plant, with enormous expense and delay. Therefore, practically everything but the telephone instrument must be in place at the time service is demanded.

Consider what this involves. The telephone company must forecast the needs of the public. It must calculate increases in population in city and country. It must figure

the growth of business districts. It must estimate the number of possible telephone users and their approximate location everywhere.

The plant must be so designed that it may be added to in order to meet the estimated requirements of five, ten and even twenty years. And these additions must be ready in advance of the demand for them—as far in advance as it is economical to make them.

Thus, by constantly planning for the future and making expenditures for far-ahead requirements when they can be most advantageously made, the Bell System conserves the economic interest of the whole country while furnishing a telephone service which in its perfection is the model for all the world.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service

Is Your Business Peculiar, Too?

"MY business is peculiar," says the manufacturer. He is right. So is every other man's business.

"Things that might work in another business would be impossible in mine."

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Perhaps.

A very estimable lady who conducts a boarding school for young women recently said she wouldn't dare advertise in large space, even in the most exclusive magazines, because in school advertising the rule was: The smaller the advertisement, the better the school.

Who knows that—the other schools? Do schools advertise for the children of other schools' principals or for our children? And if this rule is really a rule why, in Heaven's name, should a school risk advertising at all?

A few years ago every bank in the country thought that advertising for depositors would cause a run. Today there are banks which for sheer ingenuity in the technique of advertising are conspicuous among the country's leading advertisers.

The bank has taken a leaf from the scrap book of the national advertiser. Perhaps some day the school will follow the lead of the specialty shop which knows how to attract young women—and their mothers.

All businesses are peculiar—none is unique. A single family wears shoes and hats, eats soup and nuts, buys floorings and roofings, goes to church and the movies, rides in perambulators and hearses.

A score of manufacturers are planning today to get their products into the same private dwellings. Is it any wonder that they can cut down the distance from factory to home by asking the way of each other? A cycle car and a ten-ton truck have this in common: They want to keep on the crown of the road and avoid the ditches.

Is it any wonder that PRINTERS' INK with its road maps and surveys, its directions for finding the macadam and avoiding the mudholes, should have come to be regarded as a most trustworthy pathfinder on the road to success?

PRINTERS' INK

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An Idea That Is Making Good



THE KNICKERBOCKER PRESS

COVERS

Albany, Troy, Schenectady and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

Advertisers, Sales Managers and Space Buyers are requested to write

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THE KNICKERBOCKER PRESS

FOR FACTS

Member of A. B. C.

DARSONS OLD HAMPDEN BOND

Write for "How to Test Bond Paper"—a handy little book, well illustrated, that tells how expert papermen judge quality in Bond Papers. A simple series of "experience" tests that anyone can readily use and KNOW how good a paper he is buying.

Ask your printer about Parsons Old Hampden
Parsons Paper Co., Holyoke, Mass.
Makers also of Parsons Scotch

Linen Ledger.
Paper makers since 1853.

PARSON S

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"The copy used is good, and as it brought you over 1000 inquiries. they cost you roughly 40 cents

"Thus far the advertising was effective, but from that stage on

it was almost useless.

Your booklets do not advertise; they merely show designs and price-they lack appeal. When the inquirer gets it, he may or may not buy, but there is no other inducement to him, for your agents do not co-operate with you.

This is the fault of the advertising plan, for while you get inquiries, you have not 'sold' the advertising plan either to your sales-

men or to your agents.

"Had you prepared a campaign to your salesmen and to your agents that would have won their co-operation, a goodly proportion of these 1000 prospects would now have been wearing 'Merit' hats.

"I know you have lost interest in advertising, so only point this out to you in justification of ad-

vertising generally."

Marcus and Abie read the report together, at the end of which Marcus grunted, and said:

"Well, the feller means it, for he don't ask me to advertise. I'm glad he has horse sense enough to know I'm through and not try to get me to advertise again.

Yep," said Abie. "But I wish he'd said how you get the agents

to work with you."

And Abie thought of it so much that a week later he called on Phil

Ogilvie and said:

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'Now, Mr. Gulden don't know I'm here, but I'd like to know something of getting the agents' Work out a plan co-operation. and I'll foot the bill if it ain't too much—and if it's good I'll show it to Mr. Gulden."

All of which was what Phil wanted. He got busy, and later on Abie received a report which he read in the secrecy of his little hed-room. Enough of it is here quoted to explain its purpose.

A NEW PLAN IS PREPARED

"Advertising, to be successful, must have the co-operation of all concerned in the sale of the goods advertised. In your case, it requires the help of your salesmen, the dealers in each town who are your agents, and their clerks. This may be secured by working along the following lines:

"Instead of giving each dealer 200 of those somewhat poorly prepared booklets, which cost you about one cent each, I would urge you to have a booklet carefully prepared, showing hats in colors, and a brief selling talk of each hat. In addition to this, a general selling talk on the whole line should be included.

"Sell these to your agents at, say, half their cost. A good booklet such as I have in mind would cost about 21/2 cents each. your agent buy them-with his name and address printed in-at two cents each. Orders must be placed in advance of the season. for agents' names must be printed at the same time as the booklets are printed. You must avoid any 'filled-in' appearance.

"Then prepare newspaper cuts on the following lines: follow suggestions for humorous cuts, hat and cap cuts, street-scene cuts, etc.] These, again, sell to your agents by the set, at a frac-

tion of their cost.

"Next, prepare a booklet of advertisements suggested for agents' local newspaper publicity, which will call for the use of the cuts. This booklet you will, of course, give each agent.

"Show - cards, 'talking signs,' and price tickets will complete the printed matter for the benefit of These, again, you your agents. will give. Free matter, however, must be given only on request.

"So much for the data for your

agents' helps.

"Should you adopt this plan, do not mention it to any of your six salesmen until it is all printed and ready for use. Then have them come in to see you one at a time. Explain the dealer helps and the method of using them to each one as he arrives. Point out that the more the agents sell, the more commission the salesman gets. Emphasize that it is better to sell each agent more hats than to secure new agents, for large orders cost him no more to get than

small ones, and the less percentage of expense he has, the more money he makes.

SEEKING SALESMAN HELP

"'Sell' this advertising to each man singly-do not give them an opportunity of discussing it among themselves until they appreciate the help it means to them as well as to you and the agents.

Then have a salesmen's meeting and tell them how they must sell the booklets to their customers and take their orders for the free matter, and instruct them in the use of the booklets.

"Agents should use booklets in the following ways:

"First-Send some to all clubs in their town.

"Second-Arrange to have some

in hotels, etc.

"Third-Advertise them in their local papers in conjunction with their advertisements of 'Merit'

"Fourth-Mail them to their lists of customers and prospects.

"Tell all your men together what each man individually thinks This will commit of the plan. them publicly to a co-operation in the whole campaign.

"Add that general publicity will also be used, but tell them to point out to agents that it will only help the agents' own efforts. and will not actually close much immediate business. They must not expect too much from this or they may be disappointed."

This plan of general publicity called for an expenditure of \$1400, in mediums that more directly reached their agents' towns. It is omitted here because we are now interested only in the question of dealer co-operation.]

"We may anticipate an average order of 500 booklets from each This means 200.000 booklets at a cost of \$5,000, half of which you pay and half of which the agents pay. You may be sure that, whatever the amount should be, it would be well spent—for the agents will surely use what

they pay for." [Sample let letters to send to agents asking them to advertise in local papers and give prominent

window displays at the same time the firm's advertising appears then follow, with sample letters to be sent to salesmen at various times to keep them enthused and working at "selling" advertising cooperation to their customers as well as "Merit" hats.]

"This covers all except getting your agents' clerks to sell. suggested plan for doing that fol-

lows:

"First send a letter to every agent, saying that you want to get their clerks' opinion of 'Merit' hats, and that next week you are sending a special offer to them if they (the agents) have no objec-

"A week later send a printed announcement as follows:

FROM THE GULDEN HAT COMPANY

To the workers of (here type the name of agent).
We are looking for ideas!

You know how steadily the sale in-creases for Merit Hats. Their quality alone insures this. But, are we doing

we can? You may know how we can help you to sell more Merit Hats in your townwill you tell us by answering the following questions?

1. What sales argument do you find most effective in selling Merit Hats?
2. What method would you use to get customers into your store for them?
3. If you had to design a fall hat,

what would you suggest as a style that you think you could sell. (Describe your idea fully and also state the size you wear—we will make a hat exactly as you describe and send it to you with our compliments.)

Send your answers to these questions Send your answers to these questions direct to us. See that your name and the address of your store is written on every sheet of paper you use.

Send us your answers at once—we want to make that hat for you in time for early fall wear.

for early fall wear.
In addition to that,

we want to give to every salesman sending us answers to questions 1 and 2 that we believe will prove helpful to all our agents a fountain pen as an expression of our thanks for the help. Tell us what kind of pen point you

prefer.

Sent in the spirit of co-operation by THE GULDEN HAT COMPANY.

"Of course, everyone sending in an answer will get a fountain pen with 'Merit Hats' printed on it. As there is an average of three salesmen to a store, you may have to supply as many as 1200 pens, at a cost of 60c. each-or, say, \$700. Probably one-third of this amount will be sufficient.

Can You Answer These Questions?*

What publication has established the strongest, most intimate and helpful relations with merchants, buyers and executives in dry goods and department stores?

What publication has most thoroughly embraced its opportunities for rendering SERVICE to its subscribers and advertisers?

What publication has created and successfully executed hundreds of merchandising campaigns for the mutual benefit of merchants and manufacturers?

What Is the Leading Dry Goods Paper in the World?

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^{*1/} not, ask any important dry goods merchant, department store executive or buyer

Exclusive Advantages of

New York City Surface Car Advertising

Not obtainable from Any Other Medium Whatsoever

No. 1

Immediate Connection with Distribution

THE surface cars of New York stop at or near the door of practically every retail shop in the city.

This is about the closest possible connection between advertising and sales that can be secured.

Daily Circulation 2.000.000

"Car-line entrances" are extremely important. Hundreds of thousands of dollars have been spent for their construction and for show-windows below ground and in the air.

However, opportunities for subterranean and aerial entrances are rare. Whereas thousands upon thousands of store-doors are within a few steps of surface-car stops.

Tell us where to address information about the many other exclusive advantages.

New York City Car Advertising Company JESSE WINEBURGH, President



"The special hats will cost, let us say, \$1.00 each to produce-or an expense of \$1000 in round igures.

["Merit" hats wholesale at \$24, \$30 and \$36 a dozen, and retail at \$3.00, \$4.00 and \$5.00 each.]

CONSUMER FOLLOW-UP

"The following letters explain how inquiries secured by firm's advertising should be handled.

"On receipt of an inquiry from a town where there is a 'Merit' hat agency, send the following letter:

Dear Mr. It is with pleasure that we comply with your request, received to-day. A copy of our booklet "Hat Hints" is sent

you under separate cover.

While the colored, illustrated booklet gives a splendid idea of the newest shapes and colors of "Merit" Hats, nothing can so adequately convince you of their style and finish as "Merit" Hats themselves.

themselves. Our agents, Messrs. have a splendid variety of "Merit" Hats. Call on them with the enclosed card of introduction. They will be delighted to show you the very newest styles. "Merit" Hats are made for the man who wants a reliable, well-made hat, comet in design and reasonable in price.

who wants a reliable, well-made hat, smart in design, and reasonable in price. We guarantee the workmanship of every "Merit" Hat that leaves our factory to be as nearly perfect as it is possible to produce. We guarantee to please you —or return your money.

Call on our agents to-day, and you will know why we make such strong statements.

statements. Yours very truly,

"The card that goes with the letter is as follows:

To Messrs. This will introduce Mr.

Your courtesies in showing him some of the splendid new styles in "Merit" Hats will be much appreciated.
THE GULDEN HAT Co.

"To the agent is sent this letter:

Dear Sir:

Mr....., of, has asked for booklet "Hat Hints" which we sent him to-day. We also sent him a letter about them and urged him to call on you, as you had such a splendid line of them. We also gave him a card of introduc-

tion to you. After he calls will you please forward it to us in the enclosed stamped addressed envelope, and mark on it what he buys, or, failing to buy, what he says?

If he buys, we will write him later thanking him for his patronage and do all we can to the him and his friends.

all we can to tie him and his friends to you as regular customers. If he fails to buy, we will still write him and use our best endeavors on your behalf.

Co-operation is the life of business?

Yours very truly,

Other follow-up letters followed, as well as a plan for selling "Merit" hats in towns where there were no agents. Enough has here been said, however, to give the reader an adequate idea of the general method employed.

After Abie read the report, he made the following notations:

Cost of advertising space....\$1,400.00 One-half cost of 200,000 book-

Part cost of 400 sets of cuts. 200.00 Cost of hats for agents' clerks 1,000.00

Cost of fountain pens for agents' clerks..... Cost of window signs, etc 400.00 Postage and incidentals..... 200.00

\$6,200.00

"Gee!" muttered Abie to himself. "that means that for every dollar for space we put up about four for follow-up!"

He waited two weeks before he found Marcus Gulden in a right jovial mood. Then he showed him the report-no, he read it to

Never mind relating the argument they had over it. Abie showed that every dollar appropriated, with the exception of the \$1,400 for advertising space, was for co-operation with their agents.

Said Abie, near the end of their heated discussion: "You can afford to spend \$20 on each agent. for we average over \$2,200 a year from each one. Why, if we only increase the average business \$100 a year per agent, it would pay us. See here, Mr. Gulden, I've saved a little money. Try this plan out and I'll give you \$1000 toward the expense if we don't increase our business \$30,000 in a year with our present customers!"

Finally the plan was adopted with the exception of the offer to make a hat for every salesman sending in an idea for a design.

The result was interesting, as

^{*[}This is so arranged that the name can be filled in without leaving a tell-tale space in the body of the letter.]

the following results will show: Instead of 200,000 booklets being bought by agents, the number was over 250,000. In many cases, the agents sent lists of cus-

tomers and arranged with the Gulden Hat Company to address

the booklets for them-of course paying for the service.

Only 240 salesmen (representing 210 stores) responded to the request for ideas and secured the fountain pen, although the company's salesmen reported an increased interest in "Merit" hats among the agents' clerks.

The general advertising brought 1600 prospects in towns where they had agents. Of these 1600 names, only 225 could be traced as buyers, the agents neglecting to

report on this matter.

The salesmen of the Gulden Hat Company are enthusiastic believers in co-operative advertising, for the business increased over \$200 per agent! In a few cases, agents who ran competitive lines dropped them or reduced their stock of them and concentrated their efforts on the "Merit" line.

One salesman made the suggestion that next year they spend less on general publicity and offer to pay half any local newspaper advertising an agent cares to invest in. This plan is being seriously

considered.

The increase in business must not all be attributed to the advertising, for much of it was created by the salesmen, who were more enthusiastic about their proposition and the benefit of advertising to help it.

The advertising all tended indirectly to show the agents how to sell more "Merit" hats, and the results showed the effectiveness of

the plan.

And Ogilvie secured another growing account.

Estate of Chicago Mail-order Man

Four heirs of the late John M. Smyth, of Chicago, have purchased from three other heirs the latter's entire interest in the real estate, furniture and mail-order business left by Mr. Smyth, paying \$350,000 for each share, or \$1,-05,000 for the interests of the three. On this basis the entire estate reaches a value of \$2,450,000.

To Improve Piano Dealers' Advertising

The Music Trade Indicator, of Chicago, is attempting to raise the standard of advertising among piano retailers and to this end has offered a trophy to be contended for by these dealers. The trophy stands over two feet high and is made of sterling silver. It was designed and manufactured by the International Silver Company.

Each year the trophy will be awarded the retailer "who has the best repre-sented the musical industry to the pub-lic in his newspaper advertising." The Indicator states that judgment of these advertisements will be based on the fol-

lowing requirements:
1. Truthfulness.

 Truthfulness.
 General helpfulness to the buying public. Helpful influence on the entire

music trade.

Freedom from exaggerated price quotations. High character of typographical

and illustrative effects.

Evidence of originality, care and 6.

thought.

"No dealer is too large nor too small to become a contestant," the donor states; "the quality rather than the quantity will have preference in all. As evidence of this we can state that were we obliged to award this trophy now it would go to a small dealer in a little town in Michigan whose advertising we have commented on several times in our columns as being about as ideal in character as we could ask."

Hendee to Make Bicycles

The Hendee Manufacturing Company has decided to supplement its Indian motorcycles with a line of bicycles for 1916.

The company now has on its books orders for the largest number of motor-cycles for immediate delivery in the his-tory of the company. Of the 1916 tory of the company. Of the 1916 product the company has already delivered more than two and one-half times the number of machines delivered on the 1915 production in a similar period. While output for this year may not reach the 1913 total, it will come within striking distance of that highwater mark.

Accessions to "Harper's Weekly"

John Chapman Hilder and Russell Gomez, formerly with Vanity Fair, have joined Harper's Weekly, the former as circulation manager and the latter as an advertising representative.

T. R. Smith Goes with "Good Housekeeping"

R. Smith, formerly with the advertising department of the Crowell Publishing Company, joined the staff of Good Housekeeping on January 6.

The Local Merchant Knows Local Newspaper Values

THE BOSTON HERALD and TRAVELER in the year 1915 made three notable records:

First, in printing more local display advertising than ever before.

Second, in being the only Boston newspaper to gain in local display over 1914.

Third, in printing more total display advertising than ever before.

The significant feature of Herald-Traveler growth is this extraordinary increase in local advertising.

- ¶ Herald-Traveler local rates are higher per line per thousand circulation than those of any other Boston paper of large circulation.
- ¶ Deposits in the Savings Banks of Boston at the close of 1915 were \$297,332,000, an increase during the year of \$12,320,000. This is the largest total increase ever made in any one year by Boston Savings Banks. Every one of the 23 banks made a gain.
- ¶ It is into this community that The Boston Herald and Traveler invites the general advertiser. Times were never better; possibilities for the sale of nationally advertised merchandise were never so good.

EASTERN REPRESENTATIVES:

The S. C. Beckwith Special Agency

Auto Man's Plea for Free Publicity

What constitutes legitimate free publicity, as against the general abuse of that commodity, was the subject of a talk by Lee Anderson, advertising man-ager of the Hupp Motor Car Company,

ager of the Hupp Motor Car Company, before the Six Point League at its luncheon in New York last week.

"Being an automobile man," he said, "I must naturally speak about publicity, or gratis advertising, as we may call it. I think that simply because advertising is the biggest news in the world newspapers should give publicity to advertisers and advertised goods, as being legitimate business news, By that I don't mean that you should print lies or 'bunk.'

"And yet there is real automobile news in which the papers' readers are really interested, and I'd like to see automob'le publicity sorted and judged under three classifications, the first of which we'll call business intelligence. which we'll call business news value. You print quotations from the stock market, print quotations from the stock market, and you print railroad news. That is as much free publicity as the worst piece of 'bull' you ever printed about automobiles. If the Hupp Motor Car Company failed to-night for \$5,000,000, you'd print that on the first page of your papers. Yet if we increased our you'd print may be your papers. Yet if we increased our payroll by 5,000 men, why wouldn't you print that? That's good constructive news. Isn't it better for the public peace of mind; isn't it more vital to tell good business news than bad business multiple when the Packnews? Tell the public when the Packard company buys a million dollars worth of machinery, when Pierce-Arrow cuts its price in two, when the Hudson company spends \$250,000 in buildings, when the Chalmers company puts on 2,000 more men.

"Then there's sporting information: that's legitimate news. If Mahan kicks a goal from the 35-yard line, you don't 'a certain young undergraduate from say a well-known Eastern college' did it. Now, do you? Our greatest colleges utilize their athletic teams to get them widespread publicity, and it is under this system that the custom of proselyting athletes has been so much abused. Yet when an automobile company spends \$150,000 in developing a team which wins a race at which there is an attendwins a race at which there is an attendance of 200,000 or more, you give the name of the driver who won the race, but not the car. I maintain that the people are just as much interested in the name of the ear that won. The sporting news of the motor world is good news. Tell about the hill climbs and the endurance contests. Raise them to a true sporting level by giving both men and cars the prominence they demen and cars the prominence they de-

men and cars the prominence they deserve.

"And, finally, there's the interest of your readers to be considered. Your papers maintain a theatrical department in which they give thousands of dollars worth of free publicity in the shape of news. You have women's pages, book reviews, children's departments, sport pages, financial news, etc. Your readers demand these features and this

"There are about two and a half million automobiles in the United States, with an average of five persons interested in each car. Why not give them news of things they are interested in Tell them about new devices, maintenance practice, touring information, new models, new prices, tire mileage, etc. That's legitimate news and information. It's just as logical to give that kind of publicity as to publish financial and railroad reports. And we'll all be willing to abide by such classifications."

Coupons Come Home—Almost Old Enough to Vote

B. T. BABBITT
Manufacturers of Soaps, Soap Powders,
Lye, Cleanser and Glycerine
New York, Jan. 4, 1916.
Editor of Printers' Ink:

Some time ago a new salesman asked us whether we ever employed couponing, which he said one of our competitors was using to good advantage in his ter-

ritory.

By to-day's mail we received a letter from the Union Store Company, of Fern from the Union Store Company, or Fern Creek, Ky., enclosing 25 postal cards which were put out by us 19 years ago and were redeemable for a cake of our soap at the store. In turn we were to take them up within 60 days and pay five cents cash to the grocer.

Such instances as these happen every Such instances as these happen every once in a while with the coupons a few years old, but the writer does not remember one having come in quite so old as these in recent times. The grocer evidently had some confidence in the old name of B. T. Babbitt and it is not misplaced because they always get their check by return mail when they send them in. them in.

Thought you might be interested in this relic of times gone by and are enclosing one of the coupons which the grocer sent in.

S. W. ECKMAN, Sales Manager.

We Try to Make It So

THE COUNTRYSIDE MAGAZINE
SUBURBAN LIFE
NEW YORK, Dec. 28, 1915.
Editor of PRINTERS' INK:

To me, personally, PRINTERS' INK is the most helpful and informative trade periodical that comes to my desk, while from the advertising standpoint I consider it indispensable to publishers who have some definite announcement which have some definite announcement which they wish to bring quickly to the attention of your people.

THE SUBURBAN PRESS.

F. A. Arnold, President and General Manager.

Jas. T. Elliott Has His Own Office

Capt. James T. Elliott, former Den-ver newspaper man, later news editor for the Western Newspaper Union at Chicago, and associate editor of the Inland Printer, has opened an office in New York City under the name of the Elliott Publishing Company.

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Reliability Quality

THAT IS THE RECORD FOR TWENTY-ONE YEARS OF THE

Charles Francis Press

30-32 West 13th Street, New York

TELEPHONE 4090 CHELSEA

- In the matter of service, ask our customers. Service We will furnish the names on request. We take your copy and mail your magazine or catalogue from our own establishment.
- Reliability Ask the Reporting Agencies, Franklin Trust Co., Chatham & Phoenix National Bank, New Netherland Bank, or any one from whom we make purchases.
- Again we refer to our customers, many of Quality whom have been with us a number of years, and in one or two instances for our whole term of existence or from their entering business.
- as large printers in the line of CATALOGUES, Facilities BOOKLETS, HOUSE ORGANS and MAGA-ZINES (we turn out a publication every working day in the year).
- between our customers and our workmen Co-operation make an assured success of our efforts. Every workman co-operates with the office and
- Courlesy to customers is our keynote.

We solicit your business on the above basis. Telephone or write and we will call upon you.

Facilities

Co-operation

Courtesy

Printers and their Specialties

Advertisers Can Consult with Profit, this List of Printers, When Planning their Next Job

READ PRINTING COMPANY

HIRAM SHERWOOD, President

Your printing may be good—but it is not yet good enough

106 SEVENTH AVE., N. Y. Telephone 6396 and 6397 Chelsea

TRIFLES

MAKE PERFECTION

but perfection is no trifle :: Attention to every little detail enables us to produce Printing That Pulls.

WALTERS & MAHON

64 Church Street :: New York PHONE CORTLANDT 1087-1088

"CROWELL QUALITY"

Let us show you what this means when you have a job of binding. We do every kind of cloth, leather and paper work in quantities. Established 1834

THOMAS Y. CROWELL CO. 426-428 West Broadway, New York

WE like to show not only what we do but how we do it. Readers of PRINTERS' INK are cordially welcome at our plant.

THE KALKHOFF CO. 216 West 18th Street, New York

WE'LL'work thru' to oblige clients, Our idea of service is willingness and co-operation.

Day and Night Service

C. E. RUCKSTUHL, INC.
"Typographic Service"
27 East 31st Street. New York

M ANY of America's prominent advertisers and advertising agencies like the George Batten Co., J. Walter Thompson Co., Frank Seaman, Inc., Federal

Booklets Catalogs

Agency and others, requiring High Class Booklet and Catalog Work use the



Printers of PRINTERS' INK 30 W. 13th St., N. Y.

Illustrated Catalog Magazine Printing

If your next work is planned so as to gain all the benefit of our equipment, we believe a substantial saving can be made. May we talk the matter over with you?

THE PERIODICAL PRESS 76-88 Lafayette St. - New York

Leaders in The West

Over a hundred publications are entrusted to us because our special equipment combines the best service at a moderate cost.

Let us figure on your house organ, catalogue or booklets.

KENFIELD-LEACH COMPANY
445 Plymouth Ct. Chicago, Ill.

Large runs a specialty

Engraving—Designing—Electrotyping

A Handy Buyer's Guide for Advertisers, Advertising Agents and Publishers

THE GILL ENGRAVING COMPANY

Our reproductions for printing in colors are of the same excellent quality as our "black and white" engravings. These have been the standard of quality for 27 years.

SERVICE EQUAL TO QUALITY 140 Fifth Avenue, at 19th St.

Phone 4440 Chelses

Che Colorplate Engraving Co. 3ll West 43rt St.NY. J.E. Rhodes, Pres.



Quality Color Plates

ENGRAVI

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2229 **Best Equipped Plant in New York**

Guarantees you finest plates at

NE PLAT

ADVERTISING IN CANADA?

Save duty, trouble and lost time by having your plates and mats made in the RAPID best equipped plant ELECTROin the Dom . nion. TYPING CO.

"Our service justifies our name."

345-347 Craig W., Montreal, P. Q.

By what process do you make your half-tones?" writes one of the largest advertis-ing agencies in Chicago. "We have been trying to get the same results, and sometimes we do get them and sometimes we do not." You can eliminate uncertainty and risk and insure uniform good results by buy-ing the best printing plates made.

Metropolitan Art Craft Co.

Photo-Engravers 2 Duane St. New York Telephones Beekman 2980-1-2

DAY AND NIGHT SERVICE

THE STERLING ENGRAVING CO.

Designing Retouching Halftones Ben Day Color Process Wax

New York City, N. Y.

200 William St. Tel, 2900 Beekman

OF CANADA

Tenth Av. cor 36th St. Tel. 3900 Greeley

NE of the interesting facts about this concern is that its national reputation as a maker of beautiful color plates has increased its output of half-tones and line cuts for every medium.

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THE BECK ENGRAVING CO.

The Chromatic Process **Engraving Company**

> DESIGNERS PHOTO ENGRAVERS COLOR PLATE MAKERS

129-135 Lafayette St., New York City

TELEPHONE 2394 FRANKLIN

JOURNAL FOR ADVERTISERS Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY Publishers.

OFFICE: 12 WEST 31ST STREET, NEW YORK CITY. Telephone 1030-1-2-3 Madison Square. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the

Chicago Office: Marquette Building, J. C. ASPLEY, Manager.

New England Office: Beacon Street, Boston, Julius Mathews, Manager.

Atlanta Office: Candler Bldg., Geo. M. Kohn, Manager. St. Louis Office: Third National Bank Building, A. D. McKinney, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy. Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, JANUARY 13, 1916

A few weeks ago When Bar- a Central Amerigain Driving can government placed an order with a Chicago jobber for several carloads of school paper. The jobber asked one of the mills for a price. Anxious to get the business the paper manufacturer quoted low. "No need of figuring so close," replied the jobber, "we can allow you another quarter cent and still leave a good profit."

As it stands there is nothing so very unusual about this incident. It is being done in hundreds of big offices every day. But we are told by the manufacturer who got the order, that five years ago this jobber was one of the worst "shoppers" in the West. It was quite the ordinary thing for him to take an order at a ridiculously low figure, and then play the mills against each other to squeeze out his profit. To-day this house frequently turns down business because it cannot make a fair profit without robbing the mill, and seems firmly convinced that its future success requires financially sound mill connections, Possibly it has had a taste of what happens when a mill begins to lose money, and what it means when it can no longer depend on the quality and service of a mill, At any rate it has stopped bargaining and started building.

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There are manufacturers who could profitably take a page out of this paper-jobber's notebook -we have in mind particularly bargain driving with dealers and jobbers. Does it pay in the long run to expect a dealer to handle a line on a margin of profit that barely pays selling costs? Is it anything to brag about that you can get salesmen to carry your line for less commission than any competitor? It pays just about as well as it pays an employer to hold his office employee's salary down to the very lowest dollar. A few dollars are saved, perhaps, but loyalty, sympathy and initiative are lost, and too often the employee as well, who, if encouraged, might become a factor in the business.

Of course it is not always possible to allow distributors as large a margin of profit as we realize they are entitled to. Competition, trade conditions and many other things enter in. But something can be done to increase consumption of the product, and thus increase the dealers' turnover, which is the same thing. many products are there, for instance, sold over the grocer's counter where an adequate educational campaign would just about double the grocer's turnover?

The manufacturer who shuts his eyes to the welfare of his distributors, be they salesmen, dealers, agents or jobbers, and persists in hogging the profit, is driving a bargain in which he is sure to be the ultimate loser. It is not practical to reason that if your present distributors go broke, you can get others. A business that travels in circles never gets any-Permanent business sucwhere. cess is largely a matter of holding what you have and adding more. Manufacturers who are not allowing distributors a fair living profit, would do well to insure the permanency and good will of the source of distribution as well as the sources of supply.

"I have often Jobbers wished we could Turning to have the oppor-Consumer tunity to see Advertising what our brands would do under the pressure of some sort of judicious advertising," writes a member of the executive staff of a leading jobbing house to PRINTERS' INK, "but it is difficult to talk to people in our position about advertising, because our experience, unfortunately, has not been of a kind to create confidence in advertising as applied to this business. many professional advertising men, at least of those we have seen, are apt to be 99 per cent enthusiasm and one per cent per-Personally, I think formance. that there is a good living waiting for the man with the ability to talk advertising sanely to the average jobber, with a thoroughly practical, matter-of-fact, common-sense understanding of the pecu-liar limitations of the jobbing business.

In other words, here is a man who says plainly that he would like to advertise, but that he has never found an advertising man who had the necessary knowledge of the jobbing business. Most of the advertising men he meets are long on enthusiasm, but short on the facts which have a bearing on his specific problem. house serves an exceptionally rich territory of nearly 2,000 miles in extent, has upwards of 7,500 giltedged dealer-accounts and a number of proprietary brands which have gained a reputation for quality without the help of consumer advertising. An opportunity, we should think, for some good agency man to do a little real digging and unearth the facts which will convince the company that advertising can be applied to its business.

Indeed, this is not by any means the only instance which has come to our notice of an interest in consumer advertising on the part of jobbing houses. For example, quite recently we received a rolontary inquiry from a jobber in authorities of the advisability of acting a gentrade-mark which might advise to the consumer. Like the writer above quoted, he wanted to do it, but nobody had been able to show him exactly how it could be accomplished in his particular case. It was quite useless to point out to him such wholesalers as Lord & Taylor and the Simmons Hardware Company, who had successfully advertised to the consumer on a national scale. What he wanted was to be told how he could advertise, from the standpoint of his particular limitations.

That the jobber has had his troubles these past years goes without saying, and the signs that he is turning to consumer advertising show that he is inclined to fight for his standing in the trade. The widespread adoption of the policy may put a new aspect upon private-brand competition, but it will at least be competition in the open, and more emphasis will have to be placed upon uniform quality in the goods.

To speak of mer-Street chandising in Railways Investigating connection street-car with rides Advertising at a nickel per man seems a trifle odd, yet the problem of the street railway traffic manager is beginning to be recognized as a problem in merchandising. The Central Electric Railway Association, at its recent meeting at Indianapolis. began an investigation of advertising as a means of increasing passenger traffic. Even in those localities which have not been invaded by the jitney it is recognized that the right sort of an advertising campaign will bring many a nickel to the street railway company which it would not get otherwise.

Fortunately the association can secure some definite data on which to base its conclusions. The railway companies which operate in Detroit and Chicago, for example, have actually used advertising as a means of stimulating passenger

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traffic outside of the "rush hours"

—a process which corresponds somewhat to the stimulation of demand for a product in the dull season. Both the Detroit United Railways and the Chicago Surface Lines have advertised events, such as attractions at theatres, concerts, entertainments, etc., as well as the points of interest on their lines, and have featured the most convenient routes. The Detroit company has even been able to arrive at some approximation of the results of its campaign by calling attention to the existence and location of an art museum at which the attendance had dwindled to almost nothing. The resulting increase in the number of visitors to the museum was sufficient to convince the company that its whole advertising campaign was paying a handsome profit, though it was seldom possible to credit any particular nickel to the advertising.

We are quite convinced that if the Central Electric Railway Association begins to look seriously into the subject of advertising it will find a valuable aid, not alone for the stimulation of passenger traffic, but for the cultivation of

public good will.

An Industry Apparently matters have come "Almost to such a pass in Ready" to the canning in-Advertise dustry that group of canners can get together. in convention or annual meeting, without hearing somebody recommend advertising to educate the public out of its prejudice against canned goods, and as a means for raising the standards of the goods themselves. We have read with great interest reports of such gatherings in Ohio, Wisconsin, and other States more widely separated, and it is hard to escape the general impression that the time is just about ripe for a real cooperative campaign of education on the part of the industry.

The speaker may be a State Food Commissioner or a broker in canned goods: he may start out to talk about the need for more intelligent labels or greater care in grading farm produce; but he is pretty certain to come back to the subject of effectively reaching the ultimate consumer. For example, the Wisconsin Pea Canners heard this at the end of an address by William H. Fromm:

"Our Wisconsin association has done some pioneer work along certain lines, but it has not as yet undertaken to popularize and advertise Wisconsin peas among consumers. Let the association depart from the beaten path and seek treasures where it has not sought them before. Let it advertise Wisconsin's peas. Other associations of a similar nature have found it profitable to advertise. Why should not this association do so? Let it start a campaign of education and advertising and let it be cheerfully supported by every one of its members as one of the best investments ever made by them. The consuming public must be educated. They want to be educated."

Good doctrine, every word of it, and it is only a question of time until the industry may be brought generally to subscribe to it. Judging from the frequency and the fervency with which it is being preached, we should say that the time of acceptance is not very far

distant.

Death of Charles W. Knapp

Charles W. Knapp died at his desk in the office of the New York Times on January 6—three days after he had be-come associated with the company as treasurer. The announcement of Mr. treasurer. The announcement of Mr. Knapp's retirement from the St. Louis Republic to become an officer of the Times Company was announced in PRINTERS' INK only one week before his death occurred. Friends in the newspaper fraternity were shocked to learn of his audient pressure as the had been in of his sudden passing, as he had been in

of his sudden passing, as he had been in the best of health.

Mr. Knapp was 68 years old and had been connected with the Republic for 48 years. He was a member of the execu-tive committee and board of directors of the Associated Press. He was one of the founders of that organization, as well as of the American Newspaper Pub-lishers' Association.

With Crocker-Wheeler Co.

Chester A. Gauss has been appointed publicity manager of the Crocker-Wheeler Company, Ampere, N. J. He has been on the editorial staff of the Electrical World, New York.

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Announcement Better Service For Eastern Agencies

In order to give more efficient and satisfactory service to Advertising Agencies located in Eastern Cities, we have opened a

New York Office at 702 World Bldg.

This Branch is completely equipped with modern machinery and methods for the rapid handling of all the details of Newspaper Classified. We have exactly duplicated the system of our Toledo Office.

Orders received by the New York Branch will be handled entirely by that office, orders being mailed direct to the papers from there, thus saving two to three days' time.

If you're not one of the 151 Advertising Agencies "clearing" Newspaper Classified, getting rid of all the bothersome details, send at once for our Bulletin and Commission Proposition.

Arkenberg Special Agency Publishers' Representatives NEW YORK and TOLEDO

702 World Bldg. New York, N. Y. Phone Beekman 2252

408 Madison Ave. Toledo, Ohio Phone Home Main 5893

ADVERTISERS
Bulletin No. 135 containing best lists for 1916 is ready. It will be sent free on request

Ryzon's Sales Run Second in Greater New York

Trained Saleswomen Have Done Much in Support of Advertising -Baking Powder Now Sold Retailer Through Jobber-Another Territory Will Be Opened Next Month

AFTER four months of adver-tising, the sales of Ryzon Baking Powder are uniformly running second in Greater New York. This statement is made by Frederick W. Nash, manager of the food department of the General Chemical Company, which makes the baking powder. The comparative sales figures were based on actual stock reports taken by salesmen.

One factor that has proved of great value in getting these quick results from the Ryzon publicity has been the special-service department. This feature has been so well received by the dealer that the company has doubled the staff. since its inception, and is adding

to it every week.

The special-service department consists of a force of saleswomen who are sent around to the various dealers to help them sell Ryzon; to demonstrate the salability of this product. It is under the supervision of one woman, an expert in household economics, who, in turn, has five lieutenants. These are graduates from such schools as Pratt Institute of Brooklyn, Drexel Institute of Philadelphia, Columbia University, etc. Each has under her a staff of five or six girls. After a dealer had stocked Ryzon he was offered the services of this staff in helping him to sell the goods. Individual members would go into the retailer's store as saleswomen, take telephone orders and utilize the opportunity for putting in a good word for Ryzon; of course, with the dealer's consent.

At the time the Ryzon campaign was instituted PRINTERS' INK explained the company's consignment plan, whereby, in the metropolitan district of New York, the company dealt direct with retailers. On January 1st this policy was superseded by another plan which takes the jobber into the sales scheme. Regular retailers will be sold Ryzon only through regular wholesalers. Big chain-store grocers, large depart-ment stores, etc., will be dealt with direct only as special selling agents of the General Chemical Com-They will be dealt with as pany. before as selling agents, making their costs approximately the same as the out-and-out jobber, while in retailing they will be obliged to sell at the standard consumer selling price, under penalty of forfeiting their agency rights.

Beginning February 1st the company will start a new advertising and sales campaign in a hitherto uncultivated territory, not yet announced, representing 3,000,000 population. It will utilize newspapers, car and poster space and painted displays along similar lines as the initial four-month campaign in metropolitan New York, and dealer co-operative helps, including its special selling

service.

Campaign on Hand-made Infants' Wear

Conway's, of New Orleans, La., is starting a mail-order campaign on its hand-made infants' wear. This infants' hand-made infants' wear. This infants' wear is made by members of some of the old French families of New Orleans, who do this work for pleasure and profit, but without being known. As most of these ladies have been trained by the nuns in the convents to do exquisite needlework, the result of their labors is said to be something very fine. labors is said to be something very fine.
The garments are advertised as equal to
the fine imported garments and they
sell at domestic prices.
Conway's employ over 60 people to
make the garments and their sales extends all over the United States. They

send their selection of goods on approval with a guarantee.

In the mail-order campaign now being started the women's publications are used. The account is being handled by the Chambers Agency, of New Orleans.

Spanish Edition of "Moving Picture World"

The Moving Picture World, of New York, has announced a Spanish edition, which will be styled Cine-Mundial. It will be issued once a month. The chief object is to introduce American moving picture machines and films into South America.

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Facts Are Always Welcome

—and doubly so when they refer in detail to the circulation of a worth-while periodical.

We fully appreciate that an advertiser is entitled to have placed before him, a report containing each and every fact, or point of interest relative to the distribution of this magazine, and we are desirous of presenting these facts to him—what is more, we are DETERMINED he shall have this information.

XOTION PICTURE

is the ONLY publication devoted to moving pictures, which has distributed broadcast among advertisers and advertising agencies a complete report of an accounting made by the

AUDIT BUREAU OF CIRCULATIONS

We will gladly send to anyone, any time, a detailed A. B. C. report concerning the distribution, etc., of the leading motion-picture publication of to-day.

REMEMBER THIS FACT

When an advertiser invests his money in this magazine, he is assured of receiving full value for every dollar expended, because he is buying a KNOWN circulation and not a "guess we have" distribution.

Rate \$250 the Page

Net distribution of September issue,

289,500 copies

Franky. Barry.

Advertising Manager

M. P. Publishing Co.

APRIL FORMS WILL CLOSE FEBRUARY 12th

Advertising Department now located at Home Office 175 DUFFIELD ST. BROOKLYN, N. Y.



Locomobile Berline for Prince Fushimi of Japan

The Locomobile *30,* seven-passenger Berline for His Imperial Highness, Prince Fushimi, of the Royal Family of Jannan, Mesara, Mitsui & Company combed the market of high-grade manufacturers before this car was finally selected.

The upholstering, lighting fixtures, and other appointments of the car

were specially designed and executed.

Japanese Court etiquette requires that the court attendants and retinue shall at all times face Royalty, and never turn their backs upon a Prince of the Blood. The auxiliary seats were therefore installed facing the rear seat and also six inches lower than that occupied by Prince Fushimi.

JAI VOLU

Revie Metro Work *Sum McCl Cosm Hear Harp Amer Scrib Cent

Wide Atlan Ame Curr Ame (c Red Mun Boy' Popt St. Ains Sma

*

Boy' Snap Blue Boo

Vog Han Lad God Wo Pic Del Lad

Lac Mo Pec Pec Wo De

JANUARY MAGAZINES

VOLUME OF ADVERTISING IN MONTHLY MAGAZINES FOR JANUARY

(Exclusive of publisher's own advertising)

advertising)		
		Agate
1	Pages.	Lines.
Review of Reviews	99	22,190
Metropolitan (cols.)	119	20,378
World's Work	89	19,936
*Sunset (cols.)	126	18,617
McClure's (cols.)	107	18,230
Cosmopolitan	63	14,322
Hearst's (cols.)	75	12,920
Harper's Monthly	55	12,404
American (cols.)	68	9,744
Scribner's	42	9,495
Century	41	9,394
Everybody's	37	8,510
Wide World	37	8,344
Atlantic Monthly	30	6,839
American Boy (cols.)	34	6,826
Current Opinion (cols.)	43	6,136
American Sunday Monthly		
(cols.)	33	5,940
Red Book	26	5,880
Munsey's	24	5,502
Boy's Magazine	29	5,161
Popular (2 issues-Dec.)	21	4,998
St. Nicholas	21	4,711
Ainslee's	17	4,004
Smart Set	17	3,808
Boy's Life (cols.)	27	3,751
Snappy Stories (2 issues).	16	3,724
Blue Book	12	2,828
Bookman	11	2,548

^{*} New page size.

VOLUME OF ADVERTISING IN WOMEN'S MAGAZINES

(Exclusive of publisher's own advertising)

advertising)		
		Agate
- Col	umns	Lines.
Vogue (2 issues)	411	65,081
Harper's Bazar	153	25,822
Ladies' Home Journal	68	12,680
Good Housekeeping (pages)	55	12,855
Woman's Home Companion	53	10,749
Pictorial Review	52	10,550
Delineator	46	9,268
Ladies' World	43	8,700
Modern Priscilla	48	8,064
People's Home Journal	41	8,063
People's Popular Monthly.	42	7,980
Woman's Magazine	39	7,944
Designer	39	7,841
Mother's Magazine	50	6,754



Agate	VOLUME OF ADVERTISING IN
Columns. Lines.	DECEMBER WEEKLIES
Housewife 31 6,183	(Exclusive of publisher's own
Woman's World 31 5,460	
McCall's	advertising)
Home Life 23 4,025	Agate
Holland's Magazine 13 2,727	Dec. 1-7 Columns. Lines,
Needlecraft 11 2,169	Town & Country 150 25,245
- A.	Saturday Evening Post 144 24,274
VOLUME OF ADVERTISING IN	Life 114 15,980
MONTHLY MAGAZINES CARRY-	Literary Digest 104 15,873
ING GENERAL AND CLASS	Collier's 69 13,055
ADVERTISING	Scientific American 54 10,825
(Exclusive of publisher's own	Independent 57 8,036
advertising)	Leslie's 37 6,338
Agate	Judge 34 4,891
Pages. Lines.	Christian Herald 27 4,774
Vanity Fair (cols.) 232 36,726	Churchman 29 4,699
System 147 33,026	Outlook (pages) 14 3,206
Popular Mechanics 109 24,528	Youth's Companion 14 2,870
Country Life in America	All-Story (pages) 9 2,205 Illustrated Sunday Mag. 11 2,115
(cols.) 114 19,152	, ,
Garden Magazine (cols.) 111 15,540	Every Week & Assot'd. 9 1,683 Harper's Weekly 7 1,192
†Popular Science Monthly. 63 14,042	Harper's Weekly 1,102
*House & Garden (cols.) 65 10,302	
Countryside Mag. (cols.) 49 8,427	Dec. 8-14
Forest & Stream (cols.) 57 8,383	Saturday Evening Post 149 25,163
Illustrated World 37 8,288	Literary Digest 129 19,095
Physical Culture 36 8,176	Town & Country 77 12,964
Theatre (cols.) 46 7,728	Collier's 57 10,950
National Sportsman 34 7,686	Christian Herald 45 7,829
Travel (cols.)	Leslie's 30 5,157
Field & Stream	Life 34 4,881
House Beautiful (cols.) 39 5,744	Outlook (pages) 20 4,454
Arts & Decoration (cols.) 40 5,600	Independent 30 4,302
Outdoor Life	Scientific American 18 3,707
International Studio 35 4,926	Churchman 17 2,833
Golf Illustrated (cols.) 34 4,783	Youth's Companion 14 2,800
Motion Picture 21 4,724	Every Week & Assot'd 13 2,426
Recreation (cols.) 28 4,221	Judge 16 2,307
Outer's Book 16 3,668	All-Story (pages) 8 1,883 Illustrated Sunday Mag 7 1,350
Craftsman 15 3,416	
Extension Magazine (cols.) 14 2,320	Harper's Weekly 7 1,266
* New page size.	Dec. 15-21
† Formerly World's Advance.	Saturday Evening Post 82 13,783
•	Town & Country 77 13,083
	Collier's 52 9,941
VOLUME OF ADVERTISING IN	Independent 57 8,083
CANADIAN MAGAZINES	Literary Digest 51 7,519
(Exclusive of publisher's own	Outlook (pages) 24 5,565
advertising)	Leslie's 30 5,263
Agate	National Sunday Mag 29 4,995
Columns. Lines.	Life 30 4,332
‡Canadian Courier 122 22,367	Scientific American 15 3,033
Everywoman's World 75 15,122	Christian Herald 15 2,641
MacLean's 104 14,672	Youth's Companion 12 2,451
Canadian Magazine (pages) 44 9,856	Judge 16 2,362
Canadian Home Journal 41 8,200	Churchman 13 2,128
	All-Story (pages) 5 1,316
‡ 4 December issues.	Every Week & Assot'd, 5 962

Predictions and-

LAST January keen advertisers were predicting that Vanity Fair would soon lead all monthly magazines in volume of advertising.

Their predictions were based on Vanity Fair's rapidly growing circulation—its intimacy of appeal—its ability to produce results.

Here are the facts:

Month

Position*

Agate Lines

IANUARY

12th

14,699

We won't bore you with a long table of figures --we'll gladly submit them on request.

DECEMBER

1st

62,116

The safest way to judge the future is by the past. Since September Vanity Fair has been leading all monthly magazines. Look ahead now (see opposite page) and reserve your space for 1916.

Williamtt. Osgood.

Advertising Manager.



VANITY FAIR

CONDÉ NAST, Publisher, FRANK CROWINSHIELD, Editor

449 FOURTH AVENUE

NEW YORK CITY

*Vanity Fair's standing among all monthly magazines during 1915.

		Agate
	umns.	
Illustrated Sunday Mag	4	898
Harper's Weekly	3	590
Dec. 22-28		
Literary Digest	122	17,944
Outlook (pages)	40	9,175
Saturday Evening Post	52	8,741
Collier's	22	4,168
Leslie's	25	4,299
Life	21	2,987
Independent	20	2,927
Churchman	14	2,282
Judge	14	2,025
Christian Herald	8	1,513
Every Week & Assot'd	6	1,123
All-Story (pages)	4	910
Scientific American	4	887
Illustrated Sunday Mag.	4	855
Harper's Weekly	4	702
Youth's Companion	2	488
Dec. 29-31		
Leslie's	20	3,431
Life	23	3,305
Youth's Companion	10	2,165
Christian Herald	12	2,145
Outlook (pages)	8	1,848
Totals for December		
Saturday Evening Post		71,961

Every Week the Associated

ONE MILLION national circulation in and around the big cities---

"where most of your consumers live"



95 Madison Avenue New York 105 N. Wabash Avenue, Chicago

	Agate
	Lines.
Literary Digest	59,931
†Town & Country	51,292
Collier's	38,109
*Life	31,485
*Leslie's	24,488
*Outlook (pages)	24,248
Independent	23,318
*Christian Herald	18,902
Scientific American	18,452
Churchman	11,912
Judge	11,535
*Youth's Companion	10,774
All-Story (pages)	6,314
Every Week & the Associated	6,194
Illustrated Sunday Magazine	5,218
‡National Sunday Magazine	4,995
Harper's Weekly	3,750

- * 5 issues per month.
- † 3 issues per month.
- \$1 issue only.

RECAPITULATION OF ADVERTIS-ING IN MONTHLY CLASSIFI-CATIONS

CATIONS		
(Exclusive of published	r's ow	/n
advertising)		Agate
Col	umns.	Lines.
Vanity Fair	232	36,726
System (pages)	147	33,026
Harper's Bazar	153	25,822
Popular Mechanics		
(pages)	109	24,528
Review of Reviews		
(pages)	99	22,190
Metropolitan	119	20,378
World's Work (pages).	89	19,936
Country Life in Amer.	114	19,152
Sunset	126	18,617
McClure's	107	18,230
Garden Magazine	111	15,540
Everywoman's World	75	15,122
MacLean's	104	14,672
Cosmopolitan (pages)	63	14,322
Popular Science		
Monthly (pages)	63	14,042
	75	12,920
Ladies' Home Journal.	63	12,680
Harper's Monthly		
(pages)	55	12,404
Good Housekeeping		
(pages)	55	12,355
Woman's Home Com-		
panion	53	10,749
	52	10,550
House & Garden	65	10,302
	(Exclusive of publisher advertising) Col Vanity Fair System (pages) Harper's Bazar Popular Mechanics (pages) Metropolitan World's Work (pages) Country Life in Amer. Sunset McClure's Garden Magazine Everywoman's World. MacLean's Cosmopolitan (pages) Hearst's Ladies' Home Journal. Harper's Monthly (pages) Good Housekeeping (pages) Woman's Home Com-	(Exclusive of publisher's owadvertising) Columns. Vanity Fair 232 232 234 235 235 236 23

23. Canadian Mag. (pages) 44 24. American 68

25. Scribner's (pages).... 42

9,744

9,495



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LeRoy Pelletier Says:

"First get a Fact

THEN

Hammer it Home"

And that in itself is a sure-enough fact

I believe that the facts—the real facts (not the glittering generalities) about the Pacific Coast country are not known to the average advertising manager and advertising agent, and that they will welcome some actual information.*

I have organized a Service Bureau for the purpose of digging up worth-while facts about the country west of the Rockies and its neonle.

Our Service Bureau is just aching for someone to try it out, to ask it something it can't answer. Haven't you a few tough Pacific Coast problems in your business that would be helped by a few facts? Let us find the facts.

Here are five facts by which you can compare the Coast with the East as to buying ability by analyzing what their people have bought and are buying in the "luxury" class of goods:—

- 1. Three and a half times as many houses have electricity in San Francisco, as is the average in the East.
- 2. Five times as many automobiles are owned in proportion to population as the United States average.
- \$1700 for every man, woman and child was last year's return from our products; as compared with an average annual income of less than \$200 per person in the whole country.
- 4. \$35 was last year's department store purchase average, per capita, in Los Angeles as compared with \$5 in Chicago.
- 5. The cream of America, who can afford to live where nearly all the rest of the country wants to, forms the bulk of Sunset's circulation.

Sunset is the only magazine of national scope on the Pacific Slope. You can't skim the cream off the richest territory in the world without it; or with anything else.

By the way, have you seen the new Sunset—the January issue—in its new shape and dress? Send out for it and look it over and then write and tell me what you think of it.

GENERAL MANAGER



EASTERN REPRESENTATIVES

New York.W. A. Wilson, 515 Candler Bldg. Chicago. ...G. C. Patterson, 538 Marquette Bldg. Boston. Chas. Dorr, 6 Beacon St.

156	PK.	INTER	5 INK			
PRINTERS'	INK'S	FOUI	R-YEA	R RE	CORD	OF-
	NUAR'		VERT	SING		
11		1916	1915	1914	1913	Total
Cosmopolitan		14,322	16,762	23,268	29,216	83,568
Review of Reviews		22,190	18,298	18,886	22,410	81,784
Sunset		18,617	12,040	21,112	26,096	77,865
World's Work Metropolitan		19,936	17,530	17,820	17,920	73,206
McClure's		20,378 18,230	18,458 12,064	13,107 14,100	6,288	58,231 58,135
Harper's Monthly		12,404	14.588	14,112	12,768	53,872
McClure's Harper's Monthly Everybody's		8,510 9,495	8,671 10,080	14,112 14,224	13,741 12,768 16,004	53,872 47,409
Scribner's	*******	0.400	10,080	12,320	13,515	40,410
American	*******	9,744 $12,920$	9,061 6,477	9,867 13,475	14,670 10,304	43,342
Hearst's	*******	9.394	9,212	9,184	10,696	38,486
Century Current Opinion Munsey's Atlantic Monthly American Boy Boy's Magazine Red Book Ainslee's Magazine		6,136	6,020	15.543	9.198	36,897
Munsey's		5,502	7,784	8,302 7,056 5,316	10,472 6,776 6,649	32,060
Atlantic Monthly		6,839	4,424	7,056	6,776	25,095
American Boy		6,826 5,161	5,641 6,118	6,583	5,682	24,432 23,544
Red Book		5,880	5,488	6,272	5,376	23,016
Ainslee's Magazine		4,004	4.032	5.376	6,160	19,572
St. Nicholas		4,711	4,620	3,815	3,192	16,338
	WOME	221,199 N'S MA	197,368 GAZINES	239,738	247,133	905,438
Vogue (2 issues)		65 081	44,498		58 660	219 968
Good Housekeeping Ladies' Home Journal Harper's Bazar Woman's Home Compani Pictorial Review		65,081 12,355	14,490	56,729 17,276	53,660 17,164	219,968 61,285 53,747
Ladies' Home Journal		12,680	14,490 12,022 15,624	13,576 5,712	15,409	53,747
Harper's Bazar		25,822	15,624	5,712	4,150	51,308
Woman's Home Compani	10n	10,749	9,788	10,425	12,313 8,125	43,275
		9,268	9,600 7,570	9,100 6,957	10,412	37,375 34,207
Modern Priscilla Ladies' World People's Home Journal		8,064	7.560	8,720	8,329	32,673
Ladies' World		8,700	8,400	7.000	7,200 7,216	31,300
People's Home Journal.		8,063	7,263 6,938	7,486 5,724 5,738	7,216	30,028
Woman's Magazine Designer		7,944 7,841	6,820	5 728	8,849 8,807	29,455 29,206
Mother's Magazine		6,754	6,589	6,660	7,849	27,852
Housewife		6,183	6,314	7.102	6.500	26,099
McCall's		5.092	5,360	5,001	6,229	21,682
Woman's World		5,460	4,725	4,091	5,007	19,283
		10,606 S MAGA	173,561 ZINES	177,297	187,279	748,743
System		33,026	25,970	27,104	38,472	124,572
System Popular Mechanics Country Life in America Vanity Fair Popular Science Monthly House & Garden		24,528 19,152	20,888	27,104 25,704	25,256	96,376
Country Life in America		19,152	17,892	24,295	25,939	87,278
Vanity Fair	******	36,726	14,699 15,392	16,906	12,998 12,236	81,329 55,894
House & Garden	*******	14,042 10,302	8,872	$14,224 \\ 12,739$	13,330	45,243
Garden Magazine		15,540	6,937	9,987	9,627	42,091
Countryside Magazine		8,427	9,388	7,650	10,030	35,495 33,533
Garden Magazine Countryside Magazine Physical Culture Outing Theatre	******	8,176	7,757 6,944	8,636	8,964 11,750	33,533
Theorem		5,841	6,524	8,095 7,598	7,392	32,630 29,242
Travel		7,728 7,557	6,550	6,841	7,070	28,018
Travel		5,744	5,306	6,795	9,682	27,527
		7.434	6.216	5,551	6,944	26,145
International Studio		4,926	6,615	6,440	6,160	24,141
1				188,565	205,850	769,514
	WEEKLIES				1010	
Saturday Evening Doct		1915	1914	1913 61,991	$\frac{1912}{71,867}$	271,465
Literary Digest		59.931	65,646 37,959	50,906	41,419	190,215
Town & Country	t	51,292	29,670	48,501	57,093	186,556
ollier's		38,109	29,191	29,953	41,440	138,693
Life		31,485	*23,708	32,913	36,620	124,726
Jutlook		24,248	*18,340	22,630	24,192	89,410
Lesile's	,	18 459	22,630	13,897 18,852	17,666 22,467	78,681
Saturday Evening Post. Literary Digest Town & Country. Collier's Sution Dutlook Leslie's Scientific American Christian Herald.		18,902	13,778 15,624	*15,456	13,668	63,650

338,868

256,546 295,099

793,425

900,699

326,432 1,216,945

966,694 3,640,640

Grand Total......979,822

^{‡3} issues. * 5 issues.

DISTRIBUTION CIRCULATION

A^{IR} circulates. Fine products are distributed.

Vogue is placed in the hands of precisely the women who have the taste to appreciate it and the buying power to use it!

So responsive are Vogue's 80,000 picked readers that advertisers are giving Vogue *nearly three times as much advertising as they are giving any other woman's publication. This is their testimonial to the value of distribution vs. mere circulation!

> Ralph & Blanchard Advertising Manager.



449 Fourth Avenue

New York

^{*}Vogue in 1915 carried 898,649 agate lines—the nearest competitor among all women's magazines carried 324,174 agate lines.

Says British Advertisers Don't Mix

London Editor Thus Explains Why the British Association of Advertising Clubs Lags So Far Behind the Associated Clubs of America —How the War Has Affected Advertising.

WE note as the weeks pass that the advertising world is very much inclined to examine the failure of the British Association of Advertising Clubs to establish itself. The extent of the criticism is encouraging at least, for it certainly reveals the widespread in-terest there is in our world in the first attempt to establish a central organization. At the present moment it is perhaps premature to assume that the association has failed, for it is still in existence, but everyone seems clear on one point and that is that it will not do more than remain technically in existence until the end of the war. The more closely we inspect what was offered as its platform, the more we are convinced that the programme of the association was much too narrow. A correspondent writing in The Advertiser's Weekly assumes we of this journal put down the failure primarily at the door of the war. Personally, we are not prepared to assume the war, which accounts for so much, is the main cause of the collapse of the movement to associate the clubs, although it has undoubtedly been one of the contributory causes.

We are inclined now to think that the moment the movement swung round in the direction of representing the clubs, the difficulties of making a success were enormously increased. The advertising world of to-day, with its many contending interests, has not yet developed to the point where it can be adequately represented by clubs of the social type, and representative advertisers, with notable exceptions, have not yet become the backbone of any particular movement in our midst.

Reprinted from the editorial columns of the Advertiser's Weekly, London, for Dec. 18, 1915.

Until the advertising interests can mix freely, making the advertiser himself a thoroughly representative member of the associations established for mixing purposes, the club movement cannot have a very influential part in the public life of advertising. The club movement is doing excellent work and will do better as time goes on. It was worth while attempting to co-ordinate the clubs in a central organization if only for the purpose of seeing how far such an effort could be made successful, and exactly what impetus might be put behind it. To-day we have a fairly good idea, and one feels that however promising an organization of clubs might be. at present it is not likely to become a national force in advertising.

"NO PROGRAMME OR PLATFORM"

The truth of the matter is that at the moment advertising men have neither programme nor platform, and the one reason why this is so is because the separate interests in advertising have not yet learned to mix; tactfully to sink their personal interests and work together in the common cause. This weakness in our midst, however, does not influence us in believing that a representative association of advertising men could not do good work in our midst. Those who believe this, as we do. point to the success achieved by the Associated Advertising Clubs of America. Their success is undoubtedly very encouraging, and is the best evidence we can offer of what an association of advertising men can do if the best workers in our field put their shoulders resolutely to the wheel. The annual conference alone justifies this association of clubs, to say nothing of its capacity to keep alive the enthusiasm of each separate club in a chain with links running throughout the United States. The present movement in America to advertise advertising, the biggest work of its kind ever designed, is going to meet with sterling success, and this, too, is the work of the Associated Clubs. If it were all the American clubs were

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in Con Mor orde firm ceiv capable of doing in twelve months, it would still remain a good year's work. It is interesting to us over here, because it shows what unity can do in the way of working for the purpose of benefiting the advertising interests as a whole.

Incidentally, an examination of this enthusiastic campaign in behalf of advertising shows clearly and unmistakably why we in this country cannot as yet run a thoroughly sound "advertising advertising" movement. We obviously

lack the central organization which can command thoroughly representative support and enthusiastic service. The achievements of the American advertising clubs through their association show that there is plenty of work before any similar association in this country, and prove that the right spirit would carry many sound movements to a useful conclusion, but in comparing American clubs with our own, one should be on one's guard. There



ALL OUTDOORS was started in 1913 as a consumer's trade paper of the outdoors. Selling solely on its merit it has passed 40,000 in circulation. If you are a successful advertiser in other outdoor magazines we will assume the responsibility of your advertising making good in ALL OUTDOORS. The March issue will be the first of the big Spring numbers. Forms close January 25th. The rate is 30 cents a line.

The Bargain All Outdoors 145 W 36th, St. New York Duy for 1916 All Outdoors 122 S. Michigan Ave. Chinage

Two Newspapers For Sale to the Highest Bidder

Appraised at \$355,000, the Newark Eagle and the Newark Evening Star, published daily except Sundays at one plant in Newark, N. J., and having an annual gross income of more than \$500,000, will be sold unencumbered and for cash to the highest bidder by the Fidelity Trust Company as Receiver for the Newark Daily Advertiser Publishing Company

At Public Auction

in the room of the Board of Directors of the Fidelity Trust Company, 763 Broad street, Newark, N. J., at 12 o'clock noon, on Monday, January 17, 1916. The sale is to be made pursuant to an order of the Court of Chancery of New Jersey and is subject to confirmation by it. All the newspapers' assets, including accounts receivable, will be offered for sale. For further particulars address

Trust Department

Fidelity Trust Company

Fired!

Might as well call a spade a "spade". I did not "resign", but was told to get another job by February 1st.

As Sales-Advertising Manager, this year, I increased sales 70% (no war orders), on a 25% decrease in sales and advertising expense.

-an unusual situation, but the explanation is satisfying.

Thorough business training and successful Sales and Advertising executive experience. College man; age 34; never tired of work: still improving: convincing credentials

Let's get together and see where I fit in. Pin this to your letter-head and mail to

> L. W., BOX 389 PRINTERS' INK

You will find one of my ads in this week's Saturday Evening Post.

ADPOSTAL Advertising

is the kind with the personal touch.

The whole story in colors delivered in 500,000 homes.

Write for particulars

THE ADPOSTAL
CORPORATION
ALLENTOWN, PA.

a considerable difference. American advertising men in all branches of the business can mix freely. The advertiser, for instance, does not think his personal interests are in danger if he happens to find himself a member of a club which has a dozen advertisement canvassers on its While we in advertising in England want to keep ourselves in watertight compartments, the American man is a really good mixer, and because he is, his clubs have a representative character lacking in most similar movements over here. Until our clubs carry the representative membership peculiar to clubs in America, it is doubtful whether we shall ever have the nucleus for organization on representative national lines.

1MPROVEMENT WANTED ALONG THESE LINES

That there is work to do making for the improvement of conditions in the British advertising field is proved day by day in an endless variety of ways. The thoroughly unsatisfactory method by which men of no standing can force themselves into the agency field is an evil which might be remedied if there were any co-operation of a healthy character between representative newspapers, advertisers and advertising agents. It is useless for us to say the evils existing in agency circles are inconsiderable and do not demand public or joint action. They unquestionably call for drastic ac-We have had cause to look tion. over the considerable list of failures which have happened this year in agency circles. Too often we find the men concerned have no considerable right ever to have classed themselves as agents at Again, the outstanding features in many of these failures are the two that challenge the credit of the agency system most directly. Time after time we read the reports of public examinations to find the bankrupt's liabilities run into thousands of pounds, and his assets set down at nil. Again, the chief causes of failure are the spending of income that has never been earned-practically this

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gling with his credit from the newspapers and the cash advanced by his clients—and the financing of risky subsidiary business adventures achieved by the same means. In these public examinations we do not often find that the cause of the smash is the default of a big client and the creation of an unexpected, big, bad debt-a business misfortune which might fall upon the most honest agent-nor can we say that the war is often to be cited as more than a contributory cause of failure. Many of the agents whose affairs have been investigated were insolvent before war broke out, or were tangled up with unprofitable subsidiary enterprises which were being financed out of the floating capital of the agencies concerned. war by shortening credit merely called the bluff. What happens agent of mushroom the growth is that he comes into the field with little or no capital, borrows money to carry him along and give him time to establish credit. Once he achieves this position he may be insolvent for years before the smash comes, his liabilities steadily growing, although his credit remains perfectly healthy. When we hear men say there is nothing for advertising men to do on a co-operative basis, we point to the need for the cleansing of some of the dark places in agency circles as a piece of work of sufficient importance to justify any representative organization springing into existence.

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Tractors Featured in This Campaign

The Emerson-Brantingham Implement Company, of Rockford, Ill., is putting on a farm-journal campaign which will involve the use of double pages in three papers and smaller space in a large number of others, as well as foreign-language papers reaching the farmer. The total circulation covered by the campaign is 18,500,000. The company is featuring its big line of implements, and is using coupons for the purpose of developing inquiries. A trade-journal campaign is being run at the same time, in which the farm-paper advertising is described, and reference made to the fact that inquiries are to be sent to dealers. The Emerson line of farm tractors is to be given special emphasis in the advertising.

Advertising alone

does not win on the Pacific Slope.

That is why we developed the combined service that has "put across" some of the big things out here.

Our way has maintained the manufacturer's identity, given him complete representation, maximum sales and a considerable saving in cost over any other plan or procedure.

The Geo. F. Eberhard Company
SAN FRANCISCO
LOS ANGELES SEATTLE

Do You Think

that David Starr Jordan, Franklin P.
Adams, Richard Le
Gallienne, Brian
Hooker, Cosmo Hamilton, Arnold Bennett,
Stephen Leacock,
Louis D. Brandeis and
other men of their
calibre would write for
Harper's Weekly—

Unless they felt sure that they were adding to their reputations by doing so?

You can add to the prestige of your merchandise by advertising it in

HARPER'S WEEKLY

An Old Publication with a New Point of View

W. E. STEVENS, ADVERTISING MANAGER

AUSTRALASIA

Thomas C. Lothian Proprietary, Ltd.

MELBOURNE and SYDNEY Founded 1888

Cable Address: "Thorough" Melbourne

Publishers' Representatives

Books and Magazines
Pictures Stationery
Printing and Writing Paper

and other allied lines handled by booksellers and stationers

Bankers: The Bank of New South Wales, Melbourne

Head Office: 100 FLINDERS STREET MELBOURNE, VICTORIA

Copy Man Wanted

by well known New York Advertising Agent, a crackerjack copy man. Must have originality and resourcefulness. Excellent opportunity for right man.

"C.C." Box 388
care PRINTERS' INK

"Repetti" Wins Unfair Competition Suit Over Family Name

ECEPTIVE use of a family name, which is also a corporate name, was involved in a case decided January 5 by the New York Supreme Court, in which "Repetti," a company which had succeeded to the rights in the original candy business of Charles Repetti, was suing Louis Repetti, Inc., for unfair competition. The name "Repetti" had been registered as a trade-mark under the ten-year clause of the Trade-Mark Act. Charles Repetti sold his rights to a corporation which later went into bankruptcy, whereupon he, with Louis Repetti and Louisa M. Repetti, formed the concern of Louis Repetti, Inc. The bankrupt concern, which possessed the rights in the registered trade-mark, was reorganized and continued in business. The suit involved the unfair use of the family name by imitation of the distinctive type of lettering, simulating the dress of packages and representations to the trade that the candy made and sold by defendants was the product of the "original Mr. Repetti." In deciding the suit the court said:

"While a monopoly of a surname may not be secured by a registered trade-mark, yet simulation of mechanical and typical peculiarities which make specific differences may, when taken in connection with other circumstances, if sufficient to deceive the public, be regarded as a violation. . . .

"Judgment should be awarded the plaintiff, enjoining the defendant, 'Louis Repetti, Inc.' (1) from using any name in the manufacture or sale of candy by sign, label, advertisement, representation or any other method, except the full corporate name; (2) from using or presenting the name 'Repetti' in script, or any simulation thereof, or attaching to such name any flourish or scroll; (3) from using boxes or packages containing its candy of the same color, size and pattern as those used by plaintiff, and any boxes which are a color-

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able imitation of the plaintiff's boxes; (4) from making any representation by sign or speech that its candy is the product of 'Repetti,' or of the 'original Repetti,' or of the 'famous Repetti'; and directing (5) that there be used and adopted by the defendants boxes or packages for containing candy of different color, shape and appearance from those used by plaintiff; that the name and words descriptive of candy be printed in plain black, block letters, and that words or expression be used to clearly distinguish the product from that of the plaintiff, 'Repetti,' which distinguishing words or expression shall be of equal prominence with the name, and (6) that Louis Repetti individually be enjoined from any acts in connection with his employment by defendant, or as an officer of the defendant, which will pass off or tend to pass off defendant company's goods as and for plaintiff's goods, or defendant company as and for plaintiff."

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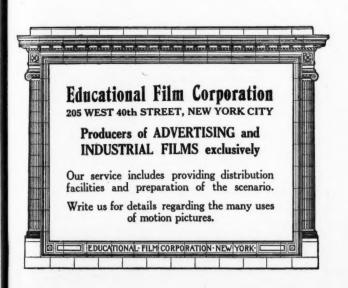
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its and tiff, lorOur Exports to Australia

This year you will supply Australia with about 14 per cent of its total imports. The mysterious attraction of the Orient would appear to have cast a spell over the American mind, which is suffering from over-orientation at the present time. I have no doubt that many will be honestly incredulous when I make the statement that for nine months of this year ending September 30 you exported to Australia goods to the value of \$40,027,088, while you exported to Japan goods to the value of \$32,010,808. For those nine months Australia was a better customer for your articles of export than was Japan, to the amount of more than \$8,000,000. We bought from you two and one-half the value of China's purchases. Australia and New Zealand together took almost as many dollars' worth of American goods as those two great Eastern markets combined. Yet, I repeat, for one allusion to American trade with Australia, we find one hundred allusions to "Trade with the Orient."—Hon. P. E. Quinn, New South Wales.

Hobart Joins Hearst Organization

Henry Hobart, for a number of years with Woman's World, and recently Eastern manager, has resigned to take effect January 15th. He will join the Hearst organization, doing special work.



The Little Schoolmaster's Classroom

DOCTORS, as a rule, have a professional horror of publicity (the paid kind) in any form. For a doctor to advertise is, ipsofacto, to put him beyond the pale

of organized medicine.

However, the Schoolmaster recently heard of a doctor who, had he taken up the profession of merchandising and advertising, would undoubtedly have attained an eminence in this field that he enjoys in his chosen career. The tale offers one of those little side eddies in the broad channel of modern merchandising that rarely come to the great white light of publicity. Moreover, it is a kind of moving picture of how business grew from a mere seed.

The specialist in question has a hobby which he drives vigorously of evenings to relieve the great strain of his daily work. In his off hours he becomes pro tem. a printer, and the upper story of his home is a complete little printing plant, with a power press and cases replete with a wide variety of beautiful type styles. There are many printers doing business right now with far less equipment

than his.

Here he revels in getting up a monthly pamphlet of good-natured digs at his confrères in a local medical association. He composes as he sets with stick in hand, and consequently every page squares up true. His effusions he strikes off in as many colors as fancy may suggest. Some of his booklets, such as reprints of favorite poems, etc., are real gems of harmonious typography.

This doctor spends his summers in a settlement on Long Island in a district once famed for its oysters. He is received by the residents as a fellow-being, and administers to their ailments gratis during the term of his annual residence.

One of the inhabitants was possessed of an oyster bed, the products of which are quite as luscious as any of the bivalvular tribe in existence. Nevertheless, the local oyster business was on the wane, and the owner of this bed waxed despondent thereover.

despondent thereover.

"That's easy," said the doctor one day. "The trouble with you is you're just growing oysters, same as Tom, Dick or George. What you need is some way of distinguishing your oysters. Let's see what we can do."

The doctor thereupon bestirred his printing mind and evolved a name for the oysters. Henceforth every barrel-head of these oysters shipped was destined to be marked with the trade-name.

Nor did the doctor's plan stop Having established a distinction between these and ordinary bivalves, the next step was to make capital of such distinction. He held further conferences, the upshot of which was to induce the local Board of Health to give every barrel of oysters from that section of the bay a clean bill of health, duly drawn up on a label (of the doctor's printing), certifying the healthful conditions under which these oysters thrive, the absence from their feeding-grounds of contaminating influences or sewage, as conductors of typhoid,

Having established a pedigree, a market or distributing outlet was next sought. The doctor thereupon hied himself back to his winter residence and dropped in on his family fish-dealer. Investigation showed that the dealer sold an average of not more than one barrel of unidentified oysters per week during the season. He had never made any special efforts to push their sale, unless perhaps by displaying the usual old perennial. fly-spotted "Oysters R in Season" placard.

The doctor then put up to the dealer this proposition:

"If I get every physician within a radius of two miles of your store to buy oysters of you, and to recommend them to friends, will you carry this brand?"

184

MR. J. DWIGHT BREWER

Advertising Manager

GOOD HEALTH

NOW HAS AN OFFICE

IN THE

McCormick Building, 332 South Michigan Boulevard CHICAGO, ILLINOIS TEL. HARRISON 2161

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ithour and will The National Monthly of Electric Practice

Second Largest Circulation in the Field. Members A. B. C. January 1916 issue, 11,000 copies.

The only monthly electrical journal covering the industry as a whole.

TECHNICAL JOURNAL COMPANY, Inc.

Woolworth Building

New York

YOUNG COPY MAN WANTED

Large New York Publishing House has place in its Circulation Department for copy man—a young man who has had good ground work and whose present position does not promise enough. Applicant must be of good address, aggressive, filled with initiative, and able to show good work already done. Should not be over twenty-five, and should be ready to start at a nominal salary. State experience in detail, submit samples of work, age, salary expected.

"K"-Box 387, care PRINTERS' INK, N. Y.

"GIBBONS Knows CANADA"

Lincoln Freie Presse

LINCOLE, MED.

Girenlation 133,992

Our biggest circulation is in the States of Iowa, Wisconsin, Minnesota, Nebraska, Illinois, etc., in the order named. All subscriptions paid in advance. Flat rate, 35c.

Premium Specialties

International Premium Headquarters. Our biggest success, the No. 7 Dandy needle book, 20c in gross lots, sample sent postpaid 25c

S. BLAKE WILLSDEN
Heyworth Bidg. Chicago

A Printing House



Either could use my services to advantage. I have experience, a record and qualifications that will interest a Printing House wishing to increase business by offering an advertising service. Upon the Manufacturer of a mechanical or technical product needing an advertising man I have a sound claim to consideration. "E. M." Box 390, care Printer's Ink.

Big National Advertisers
Use Columbia Lantern Slides

Because they get results Because they are trade builders Because they are perfect in workmanship

COLUMBIA SLIDE CO., 81 SOUTH PIPTH AVE



There is absolutely NO CLASS of trade or profession, that SOME kind of an ADVERTISING RULER will not REACH and STAY WITH. We make them all-Let us show you.

Write to Dept. \$

The conditions of output were explained. Would the dealer? He shed tears of joy at the prospect

shed tears of joy at the prospect.
Thus far so good. Now the doctor decided that demonstrations to establish quality were in order. Several barrels of the oysters were sent to his residence, and friends were invited by telephone to drop in and sample some especially choice oysters just received. All day long they dropped in. Delicious! Finest stuff out!

"Like to know where you can get them every day?" queried the doctor. "Right around the corner

at Blank's."

And Blank, the fishmonger, had been prepared by the doctor with a handsome little leaflet, giving the life history of the brand, its pedigree, and its bill of health as a follow-up and mail piece. The neighborhood for miles around was circularized with these booklets.

Result: Blank carries these oysters exclusively, and his sales have jumped from one barrel of ordinary oysters a week to two barrels a day of the branded—and advertised—variety.

Of course, the value of the physician's indorsement must not be overlooked in recording these results. What this little oyster man received for love cannot be obtained for a fortune. So geht's in der Weld!

"Considerable investigation shows," says a well-known research bureau man, "that a woman buying a cloak or suit usually visits three stores. Just why she visits three is hard to say, unless three marks the limit of her endurance." He went on to relate how a suburban store built up a good business in notions and "convenience goods," but failed miserably in the attempt to sell cloaks and suits; women would not try to buy in the suburb, because one store gave no chance to compare values and assortments. A competitor, seeing the good business that the original merchant commanded, bought the opposite corner and put in a line of cloaks and suits. Merchant No. 1 followed, and soon both were doing a nice business. Competition made

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The Schoolmaster is indebted to L. D. Hicks, of the Southern Ruralist, Atlanta, for the record of inquiries pulled by the advertisement reproduced herewith. It ap-

> THE largest Cathedral in the Southern States wants the best, Clergyman in the Episcopal Church on the American Continent for Dean. Send suggestions as to where the man can be found.

Address Foremost, care of The Churchman, New York.

peared in quarter-page space on the front cover of The Churchman, and more than 40 replies were received from a single insertion. Did we hear anyone rise to remark that advertising is "undig-Maybe so, maybe sobut it is sometimes a mighty good way to get what you want in a hurry.

Need A. B. C. in Britain

Certain publications in Great Britain would welcome an organization similar to the Audit Bureau of Circulations, for the purpose of checking up their circulation claims which may seem excessively large to prospective advertisers. As an instance of this, the publishers of John Bull and The Passing Show offer to pay the passage to London and return of a delegate of American advertisers who will examine the circulation of these papers and report to those inter-ested on his return.

John Hart, of London Opinion, claims that his paper is the only one in Great Britain to issue twice a year a Chartered Accountants' certificate.

THE RED BOOK of **NEW YORK**

THE EAGLE ALMANAC 1916

Of inestimable value to every Librarian, Newspaper Editor, City Editor and Business Manager.

Price \$1.00





"No Fakes for Man or Beast or Fowl" Raleigh, N. C., Memphis, Tenn. Birmingham, Ala. Dallas, Tex.



Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost forty cents a line for each insertion. No order for one time insertion accepted for less than two dollars. Cash must accompany order. Forms close 10 a. m. Monday preceding date of issue.

BOOKLETS

Are wasted because written backwards; expensive because printed by old time methods. Ask on your letter head for samples. "Standard Booklets" written and priced right. THE DANDO CO., 40 S. 3rd St., Philadelphia, Pa.

FOR SALE

One Second Hand No. 5 Flat-Bed Perfecting Printing Press-33" x 45" in perfect order, made by C. B. Cottrell & Sons Co. Address Samuel J. Shimer & Sons, Milton, Pa., for price and further particulars.

FOR SALE CHEAP:—11 Wing-Horton mailing machines width 1½", in first-class condition. Change of equipment makes it necessary to sell these machines at half price. THE FARM JOURNAL, PHILADELPHIA, PA.

FOR SALE—At an exceptional bargain, slightly used high speed thirty-two page cylinder Duplex printing press, in perfect condition. Owners have consolidated and using larger press. Write for price and particulars. A. McNeil, Jr., Post Publishing Co., Bridgeport, Conn.

HELP WANTED

Solicitor for Garment Trade Publication, on commission basis. Excellent opportunity for man who can close contracts. Call between 12 and 2. Eschelbacher, 225 W. 39th St., 7th floor.

Adv. salesman of space and service for established Latin-American trade publication. Attractive proposition to a real producer. Excellent opportunity to become integral part of growing organization. Give details. Box 931, c/o P. I.

WANTED—A representative in Boston, New York and Chicago to solicit accounts on a commission basis. Only men who can close contracts need apply. State fully past efforts in advertising field, as our plan is the best proposition for a live man to handle. Excellent opportunity. Ad-Postal Corporation, Allentown, Penna.

Class publication with strong provable circulation to business executives seeks Eastern Representation. Liberal straight commission; real co-operation. Prefer someone with class paper or magazine experience. Write Apt. 83, 536 West 118th St., New York City.

A POSITION is open in our Service Dept. The work is principally creating and selling advertising and occasionally calling on regular customers for printing orders. If interested state what you have done and salary desired. Hobson Printing Co., Easton, Pa.

WANTED—Two typewriter operators. Large Kentucky manufacturer wishes to add to its force two trained sales correspondents, capable of answering and securing business by mail. If you think you can "MAKE GOOD" let us know why you think so. Give full details, experience, age, etc. Excellent opportunity for hustlers. Address correspondence, Box 926, c/o Printers' Ink.

We want two first-class men. (A) One to buy color printing, lithography and engraving, and (B) another man who is a first-class compositor and foreman and who can run our own private printing shop of sixteen jobbing presses. Kindly answer the following questions briefly (1) Age, (2) Nationality, (3) Past record, giving firms with whom employed, period of time spent with each and character of work performed, (4) education, (5) salary expected, (6) whether now employed, giving character of work, (7) if married or single. Most careful consideration given your application if you answer all questions. Advertising Manager, Box 936, care Printers' Ink.

LETTER SPECIALIST

You'll put more snap into your sales correspondence when you take advantage of my "limited specials." Ask about them. Jed Scarboro, 557a Halsey St., Brooklyn, N. Y.

LETTERHEADS

5,000 splendid letterheads \$7.50, or 10,000 billheads \$10.00. Best value ever offered. Samples free. Oppenheimer Printing Co., Cincinnati, O.

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POSITIONS WANTED

Young man capable of taking charge of small advertising department—has had several years experience as as-sistant to a foremost New York man-ager. Box 937, care Printers' Ink.

I write strong copy and want to locate with some live Agency or firm. My age is 24; am fully trained and have considerable experience. I can make good and want a position where results count. Address, M. J. D., Printers' Ink.

ADVERTISING MAN

Experience in all phases of advertising
—magazine work, dealer co-operation,
house-organs, printing, art work, getting results from salesmen, catalogs, service work, etc. Exceptional direct mail experience. Box 928, c/o Printers' Ink.

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ADVERTISING ASSISTANT

woman—expert secretary—practical knowledge correspondence, letter writing, copy writing, printing, cuts, art work, etc., desires position with PROGRESSIVE AMERICAN FIRM. Will start \$1500. Now employed. Box 929, Printers' Ink.

Experienced Adv. Mgr. seeks change. Familiar with retail, wholesale and manufacturer's advertising, also sales promotion. Shrewd buyer of space. Writes strong copy. Now located in Cleveland. Address Experienced, c/o Printers' Ink.

Solicitor and advertising executive Solictor and advertising executive of wide, successful experience, favorable acquaintance in New York City and throughout Eastern territory, including New England, now engaged, would change for 1916, right opportunity offering; highest credentials; correspondence strictly confidential. Box 927, P. I.

A producer of business and good will, experienced in advertising and merchandising, desires permanent connection with manufacturer; has bought and sold advertising; recently advertising manager, 8 years' experience; college education, 34 years old, married; can warm up to a meritorious proposition. J. S., Box 935, c/o P. I.

THIS IS WORTH INVESTIGATING. very successful advertising man of oad vision and unusual experience, broad vision and unusual experience, formerly practical printer and newspaper man, past eight years devoted to department store advertising; 39 years old, married; desires Middle West connections—either newspaper, manufacturing or department store. Initial salary secondary to opportunity. Address Quinter Kephart, Advertising Manager, Steiger Dudgeon Company, New Bedford, Mass.

Versatile Adv. Man

College graduate, age 24, 8 yrs. ptg. and newspaper experience, copy and layout artist for ads and catalogs. House organ. In charge of adv. dept, purchasing space, printing, cuts, managing, filing, mailing, addressograph and multigraph depts. 17 adv. files and reports with one clerk-stenographer.

For one man dept or asst adv. mer.

For one man dept. or asst. adv. mgr. Box 932, care Printers' Ink.

Broadly Trained Assistant

available as "handy man" for progressive executive, preferably in sales department in N. Y. or New England. Position must offer opportunity for early advancement if earned.

University graduate, mechanical eng'g, th shop, field and sales trainwith shop, ing and broad advertising and office exing and broad advertising and omce ex-perience; acquainted with manufacturing and cost fundamentals; capable corre-spondent; subscriber Alexander Hamil-ton Institute. Excellent record, and on good terms with past and present em-ployers. Box 933, care Printers' Ink.

ADVERTISING MAN, employed. Unusual qualifications, exceptional ability, good education. High-grade copy-writer, lay-out man, house organ editor, solicitor. Prepared ad for national magazine that won first place in contest carried on by publisher. Nine years commercial and advertising experience with heating concern scale stoye and engine manusers. and advertising experience with heating concern, scale, stove and engine manufacturers, and general advertising agency. Thorough knowledge of advertising, merchandising, publications, rates, follow-up systems, printing, engraving, art. Age 29. A capable, result-producing man for manufacturer, publisher or advertising agency. Box 980, c/o P. I.

VERBATIM!

'Mr. S—, though a young man, has had seven years of energetic work in both advertising and publishing; principally as a member of the advertising staff of the Remington Arms Co., and until his resignation recently he was Advertising Manager of Hearst's International Co. Mr. S— has the strong recommendation of the business representative of Mr. William Randolph Hearst. In 1910 he established a monthly magazine and by his personal efforts made it a national publication of substantial circulation and business success. stantial circulation and business success. He is at present conducting a copy-writ-He is at present conducting a copy-writing service for several concerns. I consider his copy forceful, dignified and original; especially as regards layout and typographical display. Mr. Swis very anxious to connect with a responsible concern immediately."

—From One Who Knows.

Address for interview: Box 984, P. I.

PRESS CLIPPINGS

ROMEIKE'S PRESS CLIPPING BU-REAU, 106-110 Seventh Avenue, New York City, sends newspaper clip-New York City, sends newspaper clip-pings on any subject in which you may be interested. Most reliable bureau. Write for circular and terms.

PUBLISHING BUSINESS OPPORTUNITIES

We know of a publishing business in New York which is making rapid growth, which can be bought at a reasonable price. It would take \$25,000 cash, the remainder could be paid over a period of years, and the owner would give his in-fluence in handling the business. Harris-Dibble Co., 171 Madison Ave., N. Y.

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